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ABSTRACT

A study was conducted of Polk, Yamhill, and Marion Counties in Oregon to prepare a plan for developing cooperative regional library service. Public, community college, and special libraries were visited, and residents--both users and identified non-users--were interviewed to ascertain their attitudes, interests, and needs for library service. A profile of community needs and library resources was prepared by each public library in the region. A course of action was recommended, building on existing services and resources, and allowing cooperating libraries to remain autonomous and be responsive to local community needs. Special projects to meet identified needs as well as implementation stages of the plan were outlined. The appendices include tables and maps of demographic and library resource information. (KP)

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THE CHEMEKETA COOPERATIVE REGIONAL LIBRARY SERVICE

Cooperative Regional Library Service in the Oregon
Counties of Polk, Yamhill, Marion

1973

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ABSTRACT

TITLE: The Chemeketa Cooperative Regional Library Service

AUTHOR: Mrs. Phyllis I. Dalton, Library Consultant, Sacramento, California.

SUBJECT: Cooperative Regional Library Service in the Oregon Counties of Polk, Yamhill, Marion.

DATE: 1973

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ABSTRACT: This report provides guidelines for the development of the Chemeketa Cooperative Regional Library Service, a cooperative regional library service in the counties of Polk, Yamhill, Marion and part of Linn. The area is approximately coterminous with the Region served by the Chemeketa Community College. The area includes all of the Counties in District 3 and a small part of Linn County. The document discusses the demographic information of the area included in The Chemeketa Cooperative Regional library Service in its relation to the development of cooperative regional library service. Consideration is given to ascertaining why non-library users are in this category. The adequacy of existing library service is reviewed.

The recommendation is made for the development of The Chemeketa Cooperative Regional Library Service. Described in this recommendation are the kinds and levels of library service which would be a part of the future development of cooperative regional library services. The guidelines for accomplishing the recommendations address the following: Organization, management, staffing, financing and legislative implications. Maps, charts and time tables illustrate the needs for service, and guidelines for developing the recommended Plan.

The recommended Plan and policies presented indicate that: 1) Cooperative regional library service would provide library service to all people in The Chemeketa Cooperative Regional Library Service; 2) Cooperative regional library service should be preplanned and be developed in stages; 3) A higher level of library service to all the residents would result. The cooperative regional library service plan should be followed in order to: 1) Provide library service to all residents on a planned cooperative regional basis; 2) Improve library service to each resident through the creation of a cooperative regional library service that provides a basic structure for continuing cooperation in the Region; 3) Provide books and other media to every resident in The Chemeketa Cooperative Regional Library Service by direct access; to provide also professional library assistance for information, knowledge, recreation, pleasure, culture and education. Basically, the Plan provides for a cooperative regional library service. The proposed Chemeketa Cooperative Regional Library Service, which is an association of autonomous local libraries working together to provide improved library service for all residents in the area, should be provided with the legal and financial support necessary to initiate the service and to sustain the service. The legal structure for The Chemeketa Cooperative Regional Library Service would be the Chemeketa Community College.

The study and publication of this report was financially assisted by a grant from the U.S. Office of Education, Library Services and Construction Act, Title III, to the Mid-Willamette Valley Council of Governments through the Oregon State Library.

I. INTRODUCTION

THE PRESENT NATURE OF LIBRARY SERVICE IN GENERAL

In recent years new concepts relating to the social values, life style, use of resources and changing economic conditions have developed reflecting changes in attitudes of people and as a result a changing role for institutions which serve the people. Librarians and those interested in libraries are particularly conscious of the changing concepts which have a direct impact on library service and influence the patterns of service of libraries. This influence is felt in library development and will continue in the near future. The services, programs, and uses of libraries in the several states are reflecting these concepts and are responding by relating library programs and services to those which are offered by other social agencies.

New goals have been developed that are making major changes in goals for libraries. There is the open concept of education, the open campus, the use of innovative methods of teaching, educational television and the extended school year. New concepts of teaching and of learning have an increasing influence on the development of school media programs. The impact of all of these changing concepts has an influence on the public library as well as all other libraries. Although libraries are developed primarily for a particular clientele, there is an intermingling of that clientele among all the types of libraries. Children enrolled in some of the school programs will have time in the morning and noon hours when they will be free to visit the public library.

All of the changes in concept will undoubtedly change staffing patterns and hours of service -- it does mean, at times, an interchange of personnel. Materials, especially non--print, are needed in the public library and are used for the high school student attending a home--based school with headquarters located near the library. Because the public library serves all ages on a continuing education basis, all of the new materials are equally available to all users of the library. From this and other public library--school library cooperative projects, it is possible to determine realistic guidelines for the working together of the public and school libraries in programs of service.

Colleges and universities faced with increasing enrollments and decreasing funds have been seeking and developing means for reducing costs and maintaining the present level of service. For the past few years there has been a trend toward the development of cooperative activities among colleges and universities for a variety of purposes. One of the purposes is to increase the variety and range of educational offerings through cross registration and joint appointment of faculty. Other methods are to expand community services, to provide continuing education in the community and to work cooperatively on programs. By these means, the educational institutions will have more service for

the same amount of money. Deans of graduate schools and the Presidents of colleges meet to explore cooperatively ventures that can be undertaken. Many times it is the administrative officers who have made the original request for information concerning the interlibrary cooperative programs.

Library networks including all types of libraries are developing. Librarians realize that they cannot, alone, meet all the demands made on them from their own resources. Cooperative activities nationwide have become an economic necessity. Librarians are realizing that cooperative activities require substantial planning and continual decision making. There is a willingness to explore new methods and to explore and discuss cooperatively. The body of knowledge on just how to proceed is small in most instances. There is a great need for more personnel with appropriate qualifications and knowledge to work with cooperative groups.

Two needs have emerged from the demands that are made on libraries today — 1. The need to be able to locate information and material wherever it may be. 2. The need for a good communication system to communicate the question and a good delivery system to provide the answer. With these two demands met, the total library resources of an area can be tapped easily. There is the need for the knowledge of what resources are available and where they are located. In the few limited experiments that have been conducted concerning the location of materials, results have shown that the most used resources are those located nearby. For that reason the development of a regional network which cuts across all types of libraries in an area of a state is important. In such a development it is good to have one or more large libraries in the region to be a part of another network. In that way the possibilities of locating materials are enhanced. These two needs point up the requirement of such services as union lists of serials, delivery services, communication networks and other such developments that can be tapped by present and future networks of information, library or otherwise. Librarians are working to implement programs which will continue to provide basic services but which also allow for the development of innovative and imaginative programs of service and their implementation.

Library service in the tri-county area in Oregon has shown some improvement since the beginning of the Library Services and Construction Act but it is still far behind those standards recommended by the American Library Association for library regions in 1966. Similar situations exist elsewhere in the United States. For example, there is a great need for fully trained librarians who know how to develop a cooperative regional system. There is a great need for well-established and well-developed library budgets. Book collections vary in quality with many having sufficient volumes but not in the quality that is required. Those collections that are relatively good will deteriorate unless a continuing library budget is maintained for books.

Librarians are conscious of the specialized needs of the people in society — the need for books in foreign languages that are suitable, the need for large print books, up-to-date reference collections and a good non-fiction core collection. Many libraries lack such books in sufficient number. Almost all libraries are deficient in non-print materials, special equipment and appropriate print materials. This precludes these from being the kind of libraries they should be.

The infrequent use of interlibrary services of any kind demonstrates that there is a lack of communication among the various types of libraries. Libraries are establishing lines of communication among departments of large libraries, institutional libraries, administrative staff, public libraries, school libraries, and specialized libraries. In this way libraries can serve with a coordinated effort so that fragmented, disorganized and ineffective service will be the exception in today's library service.

Currently, planning is called for and the development of plans which improve existing library services, establish new library programs, experiment with various kinds of services, experiment with alternative programs, provide greater publicity and take the library out to the community. Responding to change in a positive manner is always slow but it is not impossible. Progressive and realistic programs which are supported by legislation have been developed; interlibrary cooperation and interested and aware people bring about the desired changes.

The goals of library service are to establish new projects to develop better libraries; improve existing facilities where a good program exists; develop a library budget that will indicate that there is administrative support; give priority to serving the greatest number of people possible to serve.

Training is a means to achieving these goals. Staff must be trained and recruited and recruited and trained. Involvement of people in the community on a trained volunteer basis brings good results. The public library is the library to serve all of the people and the community college is the educational institution to be available to all of the people. With the development of these community institutions being responsive to changing concepts and with the cooperation of all types of libraries, a new informational network is developing nationwide along with new and innovative service programs to reach all of the people wherever they may be.

CURRENT LIBRARY SERVICE IN THE TRI-COUNTY AREA

Within the tri-county area 19 public libraries now are in existence. In addition there are about 14 smaller communities and rural areas where no library service exists at all. This means that statistically about 45% of the people in the Polk, Yamhill, Marion Counties are without direct access to library service which equals about 100,000 people.

Although there has been some improvement in the libraries since the Library Services and Construction Act came into existence, many of the libraries are poorly funded and lacking in adequate book collections, library service programs and hours of service. Lacking in some of the libraries are basic book collections including reference books and periodicals. Some of the libraries have been read so thoroughly by the residents that there is nothing new left to read. Many of the book collections are donations and discards and the libraries are without the means to up-date these collections. Although some of the libraries have the currently popular books available, others do not have the means of purchasing any new books or magazine subscriptions.

As new concepts of teaching have developed, the public libraries have not kept pace with these methods through the purchase of non-print materials and the equipment for their use. This has not been because of reluctance on the part of the librarians but rather a lack of funding to make the purchase, or a lack of space to house the material and equipment and make it available for use. Some of the needs are: materials in foreign languages that will be read by those who do read a foreign language; high-interest, low-vocabulary books; large print books widely available; reference and non-fiction core-collections which are entirely missing in some of the libraries. These are only a few of the needs. Some of the needs are even more basic in that there is not the population base nor tax base to operate libraries that will have basic collections available which are large enough to meet the demands from their public. They need to have book and periodical collections, as well as other media, that will be regularly updated so that their people will have access to all that is currently popular.

PRESENT STUDY AND REPORT

Because the librarians in the tri-county region, the governmental officials and others interested in libraries realized that the library service available was not sufficient to meet the needs, they decided to do something about it. As many knew, the people in other areas of the United States had turned to a larger population and tax base to assist in solving the problems — in many cases they turned to cooperative regional libraries. It all began with the PYM Librarians meeting and forming the informal group — Polk, Yamhill, Marion — with the purpose of developing ideas and plans as to how to provide library service of the needed quality and quantity through cooperative efforts. Early in 1971 the librarians and the library board members from the three county area met and discussed the possibility of developing a library network. It was at this meeting that the decision was made that a formal agreement and a cooperative one could be made among the libraries and that better library service would result. In late 1971 the Council of Governments was asked to initiate a study of library services in the three county area. In mid-1972 the Council of Governments appointed the Library Study Committee with Charles Freeling of McMinnville as chairman. Other

appointments were made to the committee to insure area-wide and interest-wide representation and the Mid-Willamette Regional Library Study Committee came into being. The Committee met regularly to discuss alternatives to provide better library service for all people in the three county area.

The PYM Librarians continued their meetings discussing common problems, sharing knowledge and experience. The PYM Librarians believed that it is necessary to improve library service through cooperative regional means but at the same time that it is necessary that the local public libraries retain their autonomy. With both groups working toward a common purpose — improved library service on a continuing basis — the Mid-Willamette Council of Governments was able to secure a federal grant from the Library Services and Construction Act, Title III, through the Oregon State Library. The federal grant was for the purpose of employing a library consultant to assist the Library Study Committee in the preparation of a plan for developing cooperative regional library service in Polk, Yamhill and Marion Counties. A Library Consultant was employed in early 1973 to work with the Library Study Committee and to assist in the development of a completed plan for library service.

SURVEY STUDY PROCEDURE

It was necessary, in conducting the study of the tri-county area in Oregon, that the maximum number of areas and libraries in the three counties be visited and that the greatest number of elected and appointed officials and other people and groups of people be interviewed. Each public library in the three counties was visited, the Chemeketa Community College Library and as many of other types of libraries as possible were also included. Besides working with the Regional Library Study Committee members and the PYM Librarians, the Library Consultant held work study sessions on specified evenings, to which all people were invited to come to talk with the Consultant concerning improved library service for the three counties.

Also, the maximum number of residents in the three Oregon counties were consulted concerning library needs and services — interested citizens; educators; library board members; Friends of the Library members; librarians; local, regional, state and federal officials; and people selected at random in the area covered by the three counties. Both users of library services and those non-users who could be identified were interviewed to ascertain their attitudes, interests and needs for library service. Through interview, both in person and by telephone, the users and non-users discussed their level of satisfaction with present services and what more could be done in meeting their identified needs or what potential needs required fulfillment.

The members of the Regional Library Study Committee, the PYM Librarians and other interested citizens as well, were most helpful to the results of the study through assisting with individual interviews and with the many group meetings that were held during the period of time covered by the study — especially during the on-site visits. The Library Consultant covered the entire three county region visiting all types of libraries, talking with library board members, local officials and groups of citizens who are now without direct library service.

A "Library Profile" was provided to the Library Consultant by each of the public libraries in the tri-county area. These profiles were helpful to the Consultant in relating the library to the community and the people it served. Checklists of library resources held by libraries in the Region and sample informational questions received were also made available to the Consultant. Staff members discussed their areas of work as they touched community needs. Documents, reports, program descriptions and other types of material provided by librarians were valuable in assisting the Consultant to know the needs.

Through this survey method, the Library Consultant was able to present to the Mid-Willamette Regional Library Study Committee the needs of the people for library service in the tri-county area and to make alternative recommendations as to how these needs could best be met. Some of the problems were, of course, those that were well known from prior studies and from statistical reports, but through this present study in depth and discussions, library needs were discovered that are unique to this particular area. They must be met in a way that will give maximum benefit for the money spent on library service.

The recommended course of action is, as a result of the study procedure, a combined proposal from the several hundreds of people in the tri-county area who made observations, suggestions, inquiries and proposals. The recommended course of action results from the concept of building on what exists, from the desire to reach all of the people of the tri-county area, and the goal of developing a cooperative regional service that would still allow the local libraries to remain autonomous and be most responsive to the needs of their local communities. While there is no one way for library service to be developed and made available to the people of any given region, if the possibilities of the region are well known, one alternative can be chosen over others that are possible. This Plan does not exclude other means of delivering library service to the people; it only means that the recommended Plan is a means by which a cooperative regional library service can be developed on a sound and continuing basis with the assurance that all of the people in the region will receive direct library service.

The organizational alternatives available and considered in the development of this Plan covered the full range from informal cooperation to a regional public library system. None of the alternatives examined met the service needs expressed by the people in the tri-county area at a cost that was reasonable and that would turn the tax dollar directly to cooperative services rather than to administration. The generally accepted goal of the long range program for Oregon library service is the achievement of "quality library service which meets the educational, cultural, recreational, and practical needs of all individuals and groups in Oregon. It is this concept toward which all effort is directed." To direct all effort toward these needs in the tri-county area, it became necessary to find a way to meet these expressed needs through an organizational pattern which already exists and with goals compatible with the goal of meeting the library needs of the people on a cooperative basis.

The alternative methods for providing regional library service to the people were considered by the groups involved in developing the Plan for library service in the tri-county area and included the following alternatives: informal cooperation among the existing public libraries; formal cooperation among the existing public libraries through contract; the establishment of county library service in each of the three counties with contracts for service among the three counties for public library service on a regional basis; the formation of a regional public library system through the three counties and the formation of free public library service established by school district voters. It was the consensus of those involved in the planning that the community college goals and those of a cooperative regional library were compatible, as both reached out into the community to provide programs that are developed according to the needs of the residents of the area served.

The community college, the community college library and the libraries in the community college district with a cooperative program could best provide quality library service along with the cultural, recreational and practical services needed by the people.

REPORT PRESENTATION AND FORMAT

This report, *The Chemeketa Cooperative Regional Library Service*, "Cooperative Regional Library Service to the Oregon Counties of Polk, Yamhill, Marion," is a synthesis of all that was learned during the survey period and experience with other cooperative library service as developed throughout the several states. The thoughts from the daily summaries of the Library Consultant's interviews with individuals and groups were invaluable when brought together from all parts of the tri-county area. The Library Profiles and the reports on strengths and weaknesses of library collections gave a firm substance to providing a base and an outline for utilizing in the best way possible the existing resources. The Work Study Sessions provided the Library Consultant with the

opportunity each week to test proposals, observations and conclusions. They also gave an insight into unique problems of the tri-county area as all parts of the Region being studied were represented at some time within the work study session periods.

The meetings with the Regional Study Committee and the PYM Librarians were invaluable. Through these meetings, ideas could be presented and strengthened by the acceptance of the groups or they could be discarded by the rejection or the reservations of the groups. Each part of the study elements was presented to the Regional Study Committee and to the PYM Librarians before and after it was accomplished. In all cases, modifications were made and new ideas were interjected as the study moved along with the flow of ideas of the people. The several alternative plans that emerged during the course of the study were presented and discussed in outline form in late Spring of 1973. The recommended Plan, The Chemeketa Cooperative Regional Library Service, was the Plan selected to be developed so that all effort could then turn to how best to develop a cooperative regional library service based on the Chemeketa Community College District.

Working papers based on the earlier outline were presented to the Regional Study Committee in mid-August; the draft of the Plan was discussed with the Regional Study Committee in early September and with other concerned groups and individuals; representatives of the planning groups and the Consultant made an on-site visit to a cooperative regional library system in northwestern Nevada in mid-September. Amendments were made to the Plan as the result of suggestions received from the time of its presentation in early September through October, 1973. This final report of the recommended Plan for cooperative regional library service is the result of the total study made during 1973.

The report of the Plan, of which this Introduction is a part, is divided into the six following chapters:

Polk, Yamhill, Marion Counties as a Cooperative Regional Library Service Area

relates the entire area to the feasibility of providing cooperative library service on a regionwide basis; the region is examined as to the people; the geography; the economy; transportation — as it relates to the delivery of cooperative library service — and communications are important; the governmental structures in the area are important in developing a legal base for cooperative regionwide service; the climate and land use, present and future development are important to cooperative library service in the tri-county area as a total region.

Present Library Service in the Tri-County Area

describes the library service available at present to the public from all types of libraries; also discussed are those areas of the region where the residents are at present unserved by direct library service; examined carefully, too, are the present cooperative library service activities that are taking place in the area.

Present Library Service Measured against Need

discusses the present resources of libraries in relation to the need for service; also described are the use and the non-use of libraries at the present time; the importance of library staffing is discussed in several aspects; the condition of the present library facilities is related to need; discussed in general is the attitude of the public toward libraries and a summary of library service in the tri-county area related to need.

A Comprehensive Plan for Cooperative Regional Library Service in the Polk, Yamhill, Marion Region

describes the concepts of cooperative regional library service and of total library service; the organization for that service as proposed is described; recommendations are made for the development of library resources and the types of library service are described; also discussed are the management, coordination, and the financing of the cooperative regional library service; the final part of the chapter describes the library services that will result.

Development of Special Projects in the Chemeketa Cooperative Regional Library Service

describes a project that will extend library service to low-income families; one project which will identify and plan service for minority groups is discussed; planning for service for minority groups is discussed; planning for service to those who cannot come to the library is reviewed; develops a plan for information and reference service to business and industry; details the nature of an oral history project and discusses the utilization of library resources on a year-round basis.

Plan of Implementation Developed in Stages

recognizes that the entire plan for the Chemeketa Cooperative Regional Library Service cannot be developed at once and describes four phases of development before the plan, as projected, has reached that stage of completion.

A number of statistical data tables concerning the tri-county region in relation to present library support, population data, economic conditions, financing and present library use are presented. In most cases the source of the data is excellent but in others it is less than complete. An attempt has been made to insure that the data in each table are comparable data. In some instances, it appears that the data are not comparable and suggests that the data reporting system for the libraries as to financial support, expenditures, resources, and use be reviewed to insure that future data are comparable. This is most important in the future of the regional cooperative library services. Such statistical reporting on a uniform regional basis will help in insuring that the cooperative regional library services program is well planned, will enable the program to be reviewed and will assist in future budgeting. Most important, such a sound statistical base will enable all to know the services that are being received by the people for the funds being invested in the cooperative regional library service.

II. POLK, YAMHILL, MARION COUNTIES AS A COOPERATIVE REGIONAL LIBRARY SERVICE AREA

In meeting the present and future needs of the people in the tri-county area, cooperative action among the people of that area will be required. Improvements are possible and should be made by each jurisdiction as far as the library service is concerned. These can be made through increasing expenditures and effecting changes but such improvements are limited in scope and cannot meet the entire needs. Demands are great on the tax dollar so that it has become mandatory that the most economical means of financing and providing quality public service be utilized. Costs are constantly rising and the provision of library service is no exception. It will be necessary to meet these increased costs simply to maintain present levels of service where service is now being provided. The number of books published is increasing as is their cost and the cost and number of other educational material. The better educated public needs more sophisticated means of locating information and the less educated public needs help in preparing for and holding jobs as a means of providing a living income. It is necessary to look at the tri-county region as a feasible area for a cooperative regional library service program.

People: A Regional Profile

Throughout the tri-county region, a variety of people are located, but all with a need for some type of library service. Fortunately, there are several means of reaching all segments of a population that has dissimilar needs for library service through cooperation. Development of a cooperative regional library service does not mean that the local needs of the people cannot be met. One method of cooperative regional library service preserves continued local determination as to local library needs. The local control of the libraries with the ability to receive the vastly larger services and collections through a cooperative arrangement will enable every person in the tri-county area to receive library service. The population ranges from the very wealthy to the very poor; from the very well educated to the unskilled; from those accustomed to quality library service to those who have never experienced library service; from the very young to the very old. As wide a range of occupations are represented within the area as that of any area that can be found in the State; the exception is the large number of people who are employed by government.

The regional profile of the people, present and projected, presents a challenge that must be met in providing library service that is both general and yet specialized in many areas. The service must be available throughout the tri-county area through easy access and must provide the full range of services. The local library cooperating with other local libraries within the tri-county area and all brought together on a cooperative regional basis can provide the services needed by a diversified group of people.

Geography: Regional Characteristics

The area geographically is well adapted to cooperative regional library service, for the area is relatively compact. The majority of the people reside in the valley with the centers of population easily connected by a network of roads. The driving time between any two urban centers is less than two hours and in most instances will be under one hour. The driving is comparatively easy driving with one or two notable exceptions. The area served by the Region will be approximately 2,600 square miles which is small when compared with the 7,000 and 15,000 square miles of other regional cooperative libraries. The size and geography of the area make both bookmobile service and courier service possible means of extending present and new resources in a cooperative manner.

Economy: Financing Cooperative Regional Library Service

Because of the changing needs of the people the small Carnegie-type library which served the people well for many years is no longer adequate for the requirements of today. A number of the cities in the tri-county area will be and presently are faced with replacing library buildings or renovating those that are now in only fair condition. The questions of building size and location are two important factors to take into consideration when planning for new library buildings. The determination of the method of financing, the population to be served now and in the future and the range of services to be offered cannot be decided in the tri-county area without the knowledge of the services and plans of other jurisdictions. It is necessary to know what the neighboring city or town is now providing in library service in its public library, school library, academic library or special library. To know these facts, it is necessary that all of the libraries get together, the administrators and the librarians and the people and that they discuss and then plan. An essential requirement of a program of library service is that the service area is large enough to support a full range of services. It is equally important economically that the area be sufficiently compact for the administration of an effective service. A fair share of the costs for the services received and the benefits gained from a cooperative regional library service must be developed in the planning for each agency participating in the cooperative program. Economy of time and promotion of good will resulting in good service must be obtained by maintaining a maximum flexibility regarding conditions of participation and services; an economy will result also in the planning of service so that a determined level of library services will be uniformly available throughout the cooperative regional system.

Transportation: Delivery of Library Service on a Cooperative Regional Basis

Because of the compact nature of the region and the interconnection of libraries by a network of roads, it is possible for all librarians and all representatives of the areas to meet together on at least a

monthly basis. A morning, afternoon, or evening meeting can be held in one location and can be reached easily by all communities. Through the development of a courier service which could go to all the libraries on a carefully planned schedule, all the libraries in the tri-county area would have a delivery service. Because of the ease of travel by car throughout the Region an effective mobile library service can be developed. Bus service and parcel delivery service can also be utilized for the delivery of library service on a cooperative regional basis. Planning can also be effective with the existing libraries, the Intermediate Education Districts and other agencies in the tri-county area where such services already exist.

Communications: Speed of Access within the Region

Related to the need for rapid and sure delivery of library materials and service, there must be rapid communications between libraries, among all libraries and between the libraries and the user. The telephone as a means of communication is essential to such a service as fast reference service, interlibrary loan and other similar services. Presently, the librarians and the administrators are communicating so that such communication is possible and needs only to be expanded, formalized or recognized for the service it can give. Other means of communication of a more sophisticated nature can be added to the telephone that will provide even faster, accurate and complete service. Mail service is also a means of communication that needs only to be utilized to the fullest extent possible to provide fast and complete service. A combination of the two methods within an area so inter-related as the tri-county area under study can provide excellent library service through a cooperative regional program.

Governmental Structure: Providing a Legal Base for Cooperative Library Service

Cooperative action to provide cooperative library services or joint action to provide cooperative library service on a regional basis can take any number of forms which range from an informal cooperative program to consolidated programs. It is possible for one library to contract for service with another or to exchange library services, or two or more libraries can agree to undertake a program jointly. The plan that should be followed should be one which will, through cooperative effort, bring together those library services that can best be provided cooperatively and will be so provided economically and efficiently. In developing a cooperative program it is necessary to look for those programs and services that lend themselves best to joint action, that eliminate unnecessary duplication, that eliminate any gaps in service, and that can be provided on a larger tax base than a local jurisdiction can provide.

An inventory of the tri-county area will show which services are presently available and which can combine with or supplement the proposed services. This inventory should be made and a determination achieved as to which will be helpful to the new cooperative regionwide library services. Negotiations among the administrators concerning these existing services should be coordinated in the planning of the total regionwide cooperative library service.

Climate: Use of Libraries and Delivery of Service on a Cooperative Regional Basis

The moderate climate of the tri-county area is excellent for the provision of mobile library service and courier service. All parts of the area can receive both types of service, as none will be cut off part of the year because of an adverse climate. The roads can be travelled either by the mobile library or by the people themselves to the library of their choice to receive the service needed without a climate barrier. It is true that precautions must be taken to protect materials taken to and from the library outlet during rainy periods but not to any greater degree than is now the case.

Land Use: Cooperative Needs for Regional Service

Much can be found out about the effect of land use on bookmobile service when the bookmobile routes are developed to provide the people with the best service possible. During the on-site visits the Library Consultant located many possible bookmobile stops where there would be a large potential population in the immediate area to use the service. Because the area is compact and because there is so much urban-oriented development, bookmobile service can be provided in small settlements but with a large potential clientele from nearby settlements and from the rural areas. In planning for land use, the planners and the librarians should work together closely so that within the tri-county region mobile library service can be given where that type of service is best; branch library service can be provided in a shopping center when such service would best benefit the people; library service from a library building or books-by-mail can be given when these would be the most efficient and effective. Land use has a direct effect on the type of library service that is provided. For that reason, the librarians and administrators must keep in close touch with the planners and must retain the flexibility in any cooperative system developed to meet any change in population increase or change of any kind.

III. PRESENT LIBRARY SERVICE IN THE TRI-COUNTY AREA

Library Services

The present pattern of library service in the tri-county area is more a result of the general provision or non-provision of library service by local government than by over-all planning for library service. Libraries came into being because people wanted books at a particular time in the history of the Region and made an effort to provide those books. These libraries have continued to develop or to remain static in response to changing needs. There are notable exceptions in that there have been planned library movements that have succeeded in the tri-county area with the library service to show the success of that planned movement; there have also been examples of planned movements for over-all library service that have not succeeded for one reason or another but the basic interest still remains and has helped in the planning of the present study. Presently each library is aware of the other and in some cases planned cooperation has taken place. Because there are no county libraries or libraries providing service on an area-wide basis, all public library development has been uneven and unplanned from a county basis or an area-wide basis. Many of the public libraries in the tri-county area have been the results of the efforts of volunteers who have given their time to the establishing of libraries with little or no public funds. Some of the libraries presently giving service to the public fall into that category in some degree.

Within the tri-county area, according to the *Directory of Oregon Libraries*, June 30, 1972, there are sixteen public libraries in the Counties of Marion, Polk and Yamhill. Because there is no county-wide library service in any one of the counties, all the expenditures for libraries are town and city expenditures. These are sometimes supplemented with private funds, federal funds or services in kind such as volunteer services. The overall expenditure per capita in these three counties for library service as reported on June 30, 1972, was \$1.71 per capita. A further breakdown of the figure shows that Marion County expended \$2.01 per capita through six city and town libraries; Polk County expended \$1.21 per capita through four libraries and Yamhill expended \$1.04 through six libraries. Because there is no area-wide nor county-wide service, this also means that about 100,000 residents of the three county area have no direct public library service at all. The total number of volumes available to the people in the three county area was 287,388 with 184,272 in Marion County, 62,638 in Yamhill County and 40,478 in Polk County.

Within the three county area are many other types of libraries with varying resources and with varying accessibility to the public for their use. Nine college and university libraries are located in the area with the majority of the libraries located in Marion County. The exceptions to this are the

George Fox College in Newberg and the Linfield College in McMinnville both in Yamhill County, and the Oregon College of Education which is in Monmouth in Polk County. The Chemeketa Community College District's boundaries approximate those of the three county area. The total number of volumes held in these college and university libraries at the close of the fiscal year 1972 was 569,747. In the three county area also are twelve special libraries. One is located in McMinnville in Yamhill County, one in Dallas in Polk County and the rest are located in Salem in Marion County. The reason for the high concentration of special libraries in Salem is that the majority of the special libraries are related to state departments of government or state institutions rather than industry or business.

Within the three county area there are 105 elementary schools, 14 junior high schools, and 25 high schools making a total of 143 schools in the tri-county area. A review of the several comprehensive plans that have been developed for cities and counties in this area indicates that the schools, for the most part, conform to the standard requiring each public school to have a central library facility. In the most of the plans some indication was made that the future plans for the schools indicated planning expansion and improvement of the library facilities. In the schools visited during the on-site visits, the libraries varied according to the needs of the curriculum and the interest of the administrators and librarians in the development of the school libraries as well as the funds available. The Intermediate Education Districts in some of the area provide library service to schools where there are no libraries and in some cases provide centralized processing. The services performed by the I.E.D. vary from District to District depending on need and the administration of the program.

The library service in the tri-county area is also affected by the presence of the Oregon State Library within the area as it is located in Salem. The biennial report of the Oregon State Library for the period ending June 30, 1972, shows that the State Library's total collection contained 836,005 items.

The totaling of the volumes in the tri-county area does not, of course, describe the services provided but it does indicate that there are materials available within the area to people of all ages and interests; that the people of the tri-county area are very conscious of the need for library service to the public — in schools, in institutions or wherever they may be. The only libraries, however, that are dedicated to providing service to all segments of the population are the public libraries, as each of the other types of libraries has a special clientele for which it was originally developed and for which it continues to expand and develop its resources. A review of the staffing of the present public libraries, hours of opening and special programming will show that there are severe lacks and outstanding programs as well. The service is most uneven as there is, at present, little formal area-wide planning.

Areas without Direct Library Service

Possibly, even a more serious situation exists in the areas where people have no access to direct library service without paying an individual fee for that service or must receive the service by mail. Only people living in cities and towns where the library is supported by public tax funds have library service accessible to them on a walk-in, no-fee basis. While it is true that no library service is free, as no other tax supported services are free, the libraries supported by public funds are paid for by all of the people in the taxing area for all of the people who live in that taxing area. The service is then free on a direct walk-in service basis to all of the people who are in the service area. In the tri-county area, approximately 100,000 people do not have direct walk-in access to books and other services on a non-fee basis.

Cooperative Library Service Activities

The people of the three counties are very aware that the uneven library service to the no library service situations exist and many groups have done something constructive about it. While all such activities cannot be reviewed here, some will be touched on briefly.

PYM Librarians - The Librarians, primarily public librarians, of Polk, Yamhill and Marion Counties have been working together for several years primarily on an informal but effective basis. While the present agreements are informal and verbal, they are none-the-less effective and their activities have brought creative and permanent improvements to the library service in the area. A few examples of the activities are: 1. A Union list of periodicals; 2. An exchange of duplicate titles among the libraries; 3. Issuance of a quarterly bibliography compiled by all the librarians and distributed by them but financed by a bank in McMinnville. A project which is being developed but has not yet been accomplished is that of a centralized book examination center. Recently the Librarian from the Chemeketa Community College has been attending the PYM Librarians group, as plans for a cooperative regionwide library service have been discussed.

Mid-Willamette Regional Library Study Committee

The PYM Librarians have received vital assistance from the Mid-Willamette Regional Library Study Committee which was established on June 13, 1972. This committee is made up of citizens from the various communities, who are responsible well-known people and have an interest in and a knowledge of library service. This committee met regularly to discuss alternatives to provide better library service for all the people in the three county district.

Mid-Willamette Valley Council of Governments

In the Memorandum of February 15, 1972, from the Governmental Services Study Committee (Regional) to the Mid-Willamette Valley Council of Governments, "Library Services" was listed as a typical function of state and local government that needed further study; it was indicated that further study was required and desired. This recommendation was the outcome of meetings of the Council of Governments which began in February, 1971, and resulted in the appointment of the Mid-Willamette Regional Library Study Committee.

Oregon State Library

In 1972, the Oregon State Library developed a long range plan for library development in Oregon -- a five year action plan. The first **Program** that was described in the long range plan to achieve the **Goals** of the long range program -- to achieve quality library service which meets the educational, cultural, recreational and practical needs of all the individuals and groups in Oregon -- was **Accessibility**. The achievement of this Program would result in a single statewide system of public libraries which are closely integrated with school and community college media centers. The system would also have available for loan or reproduction the highly specialized materials of the Oregon State System of Higher Education, private colleges and special libraries.

The first priority in the activities listed under this program was to join with the Mid-Willamette Valley Council of Governments to work toward regional library service in the three counties of Polk, Marion and Yamhill. Chemeketa Community College and school libraries were to be included in the planning stage. The initial use of funds was determined to be for a tri-county reference service based at Chemeketa Community College Library or Salem Public Library according to the Oregon State Library's **Long Range Plan, 1972**. The Oregon State Library itself would, in addition to its other duties described in the Oregon State Library's **Long Range Plan**, establish and maintain a cooperative interlibrary loan network of major libraries throughout the State of Oregon and increase the reference and research capability of the Oregon State Library. Both of these Statewide Library Goals have a direct beneficial influence on the establishment of a tri-county cooperative regionwide library service.

School Libraries

Many examples of school and public library cooperation can be given but only a few will be cited as activities that have taken place successfully. One activity that is particularly successful is the cooperation between public and school libraries in providing summer reading programs or entire summer library programs for the children of school age which utilize the facilities of both the

school library and the public library. Story-telling sessions are planned and carried out cooperatively as well as the teaching of library skills for both the public library and the school library. School visits to public libraries and the preparation of summer reading lists for students and other users are also developed on a cooperative basis. Communications between teachers and librarians and communications between librarians have been successfully achieved in many instances.

The two library systems — school and public should not develop independently of each other so that one need not know on a current basis what the other is doing. It is, for example, difficult to present an acceptable justification to the taxpayer why a \$75.00 reference volume which is utilized four times a year is sitting on the shelf of a school library with a second copy in the public library which is only two blocks away. One element of cooperation then is reduction of cost; unnecessary duplication of materials is costly. A second element is the development of a clear delineation of the roles of public and school libraries as related to each other. Public schools and public libraries should take into consideration library materials and selection policies and practices designed to avoid costly duplication and to provide strength to each other and prevent unnecessary competition. Hours of service to meet best the student and public needs can be decided cooperatively. Mobile library hours and collections of public libraries and school libraries should be developed so that they complement rather than compete or duplicate. Cooperation in mobile delivery of service can reduce costs and provide better service. Progress will be made only to the extent that the concerned librarians of school libraries and public libraries work together. It would be most desirable, therefore, if school library service representatives participated in the specific development and implementation of a program of interlibrary cooperation.

One of the special interests should be the extension of service to students who, for one reason or another, have little or no opportunity to use their school library — hours of service, bussing or the like. Students residing nearby a library have little or no trouble gaining access but this is not true of all students in the tri-county area. A coordinated effort is needed for school library service and public library service to reach the students through convenient hours of service and assured access to needed reference materials. The school and the public librarians can serve together on book evaluation committees to the profit of both. Children's librarians do not always know the educational goals and methods of the schools; and school librarians are not always aware of the public library's program of service available to the student.

In the total cooperative regional library service program the Intermediate Education Districts should play an important part because of their geographic areas of service and the services offered that relate to the cooperative regional library program. The Chemeketa Cooperative Regional Library

Service should have a close relationship with the Intermediate Education District Offices as the cooperative regional library program is developed. Such a close relationship is important as the program involves the existing multi-media programs of I.E.D., the mobile library service and the courier services. When the pilot project of centralized purchasing and processing is planned within the cooperative regional library, it should be developed with the Intermediate Education Districts when such is feasible for all.

Academic Libraries

The first issue of **Periodicals Currently Received in the Oregon State Library** was published in October, 1970. This publication, produced by computer printout, was part of a cooperative project with the Portland State University. The cooperative project involved the production of a **Union List of Serials**, published in 1972, which includes the holdings of several academic libraries. Plans for the list include the incorporation of the holdings of the remaining members of the Oregon State System of Higher Education. Another cooperative effort of note that includes the Western Baptist Bible College in Salem is the Associated Christian Colleges of Oregon Bibliographic Center. Cooperative activities included in this center are catalog card duplication, teletype communications, a research librarian service and a courier service. A third listing is that of the Northwest Association of Private Colleges and Universities which lists the serial holdings of the NAPCU members including George Fox College, Linfield College and Mt. Angel College in the three county area. The Community Colleges, including Chemeketa Community College Library, are working together cooperatively and considering the possibility of producing a union list of serials.

Pacific Northwest Bibliographic Center

The Pacific Northwest Bibliographic Center, University of Washington, Seattle, includes member libraries in the three county area. This Center serves as a communications center through which the library resources of the tri-county region are supplemented by the entire Pacific Northwest Region, for the Center has members in Alaska, Washington, Idaho, Montana, Oregon and British Columbia.

These cooperative arrangements that are now evolving on a region-wide, statewide and inter-state basis are to varying degrees permanent formal arrangements. Others are carried out on an informal basis but all point to the trend for different kinds of libraries — public, school, college, research, special and university to open their doors to other than their special clientele or to make their

materials available through interlibrary loan. This change in attitude among the librarians throughout the country is being reflected in the three county area. The librarians have the concept of total library service — the use of the total resources of all of the libraries for the total needs of all of the people. Thus the librarians and administrators are not really considering whether or not to cooperate but how they can best achieve this cooperation with effective results.

IV. PRESENT LIBRARY SERVICES MEASURED AGAINST NEED

Standards for measuring the quality and the quantity of library service have been developed for many types of libraries. Most of these standards were developed in the 1960's and represent many types of measurement — from guidelines, to minimum acceptability or hopeful goals to be achieved. The standards were developed, however, with the needs of people and the fulfillment of that need as the purpose of the measurement. Another method of evaluation utilized is to measure libraries against others of comparable service areas. Neither of these methods is precise but they do in general give a fairly reliable indication of the relative quality of library service being provided.

Resources of Libraries

The public librarians and the administrators in Polk, Yamhill and Marion Counties have been working together to provide services to the individual communities and have also been working together on a region-wide basis. The interviews with the people showed that their needs for library service include a variety of material and in a variety of forms: books, periodicals, pamphlets, newspapers, pictures, slides, films, music—scores, maps, recordings, and material in microform. But lack of materials, personnel, space and funds limit planning and the implementation of plans that have been developed. The librarians and administrators are seeking areas in which cooperative planning and programming can provide more effective library service through more efficient utilization of the resources available.

A review of the number of volumes needed against the standards that have been developed for public library systems shows that the three county area falls far short of the number and quality needed. The tri-county area presently has approximately one volume per capita and to meet the needs of the people should have as a minimum two to four volumes per capita. Even more serious than this lack is the estimate that 25 per cent of the titles represented by these present volumes are obsolete.

Some libraries have materials in a variety of forms and other libraries have materials primarily in book form. Pamphlet collections are needed, magazines are needed in greater quantity — at least one currently published magazine title should be available for each 250 people in the area being served — and the emphasis should be placed on magazines that are indexed in the commercial indexing services. Certainly all periodicals indexed in **Readers Guide to Periodical Literature** should be available within the area of service with a ten to fifteen year back—file.

This lack of resources is serious even on a cooperative basis. With the uneven collections of materials and the unplanned duplication, the making of materials available on an areawide basis may not increase the number of titles available to any great degree; neither will it make them available in the quantity needed nor in the variety of materials. The lack of resources is in quantity, in quality and in variety of physical forms. To meet the needs of the people the resources of the three county region must be built through cooperative planning for acquisition and retention of materials.

Use of Libraries

To meet the needs of the users it is necessary that the librarians and administrators on a three county basis determine the kinds of materials and the numbers of materials needed to meet the demands made by their users. Most of this need is now known by the librarians as each librarian knows well the community being served. Through a determination of the kinds and extent of materials needed, the librarians then can develop a systematic and coordinated plan to acquire the materials needed on a regionwide basis. Such a plan involves specialization and a means of a fast exchange of information and materials among the libraries in the area. Although larger budgets are needed for the purchase of materials, maximum use can be made of these materials now owned and purchased in the future through cooperative acquisition.

Closely associated with cooperative acquisition of materials is cooperative retention of materials. Although some back-files of magazines are necessary in any library, all libraries do not need to keep all back-files. With a planned program and a fast interchange of information and materials, the librarians can develop a plan whereby materials will be retained on a specialized basis or there can be determined a major storage center for all or a combination of these methods.

Again, closely associated to the resources needed by the user of the library is access to the materials regardless of place of residence in the three county area. In the development of a plan to acquire resources cooperatively in the number, quality and variety of kinds needed, there must also be developed a plan of accessibility.

Non-Library Users

The resource needs affect the use of the library probably more than any one factor in the development of library service. To the potential user of the library, the materials must be readily available or the information needed must be made available in the time-frame that it is needed. In the interviews with non-users during the study, the Library Consultant was often told by the

non-users that they had a problem in finding the library when they first came to the area; that when they did find the library, there was nothing for them there; they had read all of the materials and found nothing new; they had a good collection of books at home and did not find additional material in the library; they did not really know the resources of the library; they had used well-developed libraries in other areas of the country where they had lived and found the library in their present place of residence lacking in materials that they needed or wanted; they did not have a library available which they could use without paying a fee. These are only a few of the reasons given as to why non-users do not use the library, but more of the reasons were related to lack of resources or knowledge of the present resources available than any other reason.

Staffing of Libraries

Materials are only a part of the real resources of libraries; staff in quality and quantity is most important to the selection, retention and accessibility of resources. Staffing is also most important to the programs of the libraries both within and without the library. While the library service standards indicate that one staff member should be the minimum provision for each 2,000 people in the service area, it seems even more important to determine whether the program of the library is meeting the needs of the people of the community. It can then be determined whether the standard is met which indicates the number of staff members needed. The number of staff members should be sufficient to perform the duties necessary to meet the needs of the population served; to meet the needs of the hours open; to cover adequately the various departments in their physical location in the library building itself; to meet the needs of the community in the work outside the library building.

In staffing the libraries in the three county area it will be necessary, as with the resources, to build on present strengths. In addition to more nearly adequate staffing in each of the individual libraries, is the need for a sharing of specialists throughout the region. These may be information specialists, children's program specialists, media specialists — to mention a few. It is not possible for each library to have specialists of all types on its staff — even the larger libraries — nor is it really desirable. If such specialists can be available on a three county basis, it will be possible for all libraries to carry out specialized programs for all of the people on a planned basis of exchange and cooperation.

Training of Staff

One of the greatest needs in the libraries of the Region is a continuing education training program. One of the best indicators of such need by the staff is the enthusiasm with which they speak of

workshops that have been carried out, or potential workshops. There is a most commendable expressed need for training in this three county Region. There are also within this three county Region some of the best in training facilities that can be found. With a cooperative, planned training program, a continuing education program can be developed that will provide training not only for administrators but also for all of the members of the staff. Complete utilization of staff is needed in the three county Region and therefore complete training is needed.

Increasingly, as modern technology moves forward, an individual, to keep abreast of developments in his occupational field, will need to retrain himself several times in a working career. This is as true of librarians and workers in libraries as in any other profession. Is the public library to continue a passive role of serving people who drop in or should it reach out to draw them to it by making reading as attractive as some of the alternative recreational pursuits? Would not the latter approach be in the community and public interest? This is only illustrative of the many ways in which libraries through training can better serve the public if allowed to do so. It is a role different from the traditional role of libraries. The concept of continuing education will enable the library to keep pace with the growth in new patterns of service and thought. The concept will also include the basic training for those working in libraries who have never had experience in this type of work before but who wish to know the philosophy of librarianship as well as knowing the techniques.

Included in this concept of continuing education is the improvement in job skills rather than the acquiring of educational units toward a degree at whatever level of degree is being considered. All who have an interest in progressing in the field of librarianship should be encouraged to secure the educational units necessary for them to advance in their profession through professional degrees. The training emphasized in this Plan is the continuing education that will enable all library staff members to keep pace with new developments and to improve their present job performance, or work toward a broader experience in the profession of librarianship.

Examples of the kinds of training that can well be utilized are: service to children; reference and information service; public relations and publicity; service to minority groups; cooperative planning and programming for total library service; mobile library service and books-by-mail programs. The facilities are available in Oregon and its adjacent states. Such training programs could be presented on a region-wide basis for a minimum of funds compared with the results obtained.

Salaries of Staff

It is most important that salaries of staff be sufficient to attract and to hold personnel who can carry out the programs envisioned in meeting the needs of the people in the three county area. The

salary schedules of the personnel employed in libraries should be comparable with those of personnel employed in comparable positions in other professions or in other services provided by the local jurisdiction. The salaries should also be related to the educational requirements for the position and to the duties required for the position.

Salaries should be developed into salary schedules and be reviewed annually. Where there is more than one grade on the salary schedule, there should be equitable ranges established. In any library in the area, several ranges should be established on the salary scale in order that the needs of the personnel providing library service can meet the needs of the people being served. While volunteers or a talent pool can well be utilized by all libraries in the three county area, a paid staff is necessary to the development of the library program as a base for good library service.

Another base on which salaries can be established is a review of the salaries paid in comparable jurisdictions. This method does, however, have its hazards because the salary setting administration must be sure that the comparable jurisdiction is providing quality library service. If, however, in comparing jurisdictions of comparable size, it is found that the libraries in the three county area fall below the salaries paid elsewhere, a serious situation exists as far as salaries are concerned. When such a comparison is made, it will be found that the salaries paid in the three county area are not comparable to those paid in other jurisdictions.

Duties of Staff

One of the most important ingredients of a good library program is the job satisfaction and morale of the staff. The reasons for the progress that has been made in the three county area can be closely tied to job satisfaction and high morale but also along with these two factors is the great desire of the staff members for improved library service and improvement through cooperation. Morale is tied closely to future expectations. Good personnel administration is very much concerned with the welfare and the comfort of the employees — all of which contribute to efficiency.

Each library should have the positions of the staff clearly defined. Each position should require an understanding of the objectives of the library program, the function of a library and its procedures and techniques. It is important, too, that staff members understand the materials that they make available to the public and also understand the needs of the public. All the duties of the personnel of the libraries should relate directly to the performance of the program of the library and the materials and their use.

Because of the need for library staff that can perform these duties, it is necessary to provide for continuing education so that the staff can keep an acquaintance with the latest methods and needs of developing programs that meet public need. In addition to continuing education, in-service training is needed throughout the organization so that new personnel can become acquainted with the needed library techniques and procedures. With a cooperative region-wide program, the in-service training can be given on a broader basis and an exchange of staff can take place among public libraries and among types of libraries to give a broad training program.

Physical Facilities

The standards for physical facilities are in some areas very well met in the Region and in other areas are lacking. The Salem Public Library building meets well all standards for a resource center for a cooperative regional system both in area and in physical arrangement. The Chemeketa Community College is presently meeting its needs and would be able to provide an excellent technical library and reference and information facilities for a cooperative regional information system. The present learning resource center (library) containing 15,000 square feet and seating approximately 500 students was completed and occupied during the 1972-73 school year. A new and larger building will be constructed in the near future for the Chemeketa Community College Library, as the present college building program progresses. The Chemeketa Community College Library with its excellent proposed physical plant and its fine technical library would also become a resource center library in the cooperative regional library service. The two resource center libraries would complement each other and would provide the best in quality resource services regionwide.

Several of the other libraries are in need of replacement or renovation for one reason or another. While there are many needs in improved facilities in the tri-county area, the greatest immediate needs are as follows: 1. Woodburn — This is a fast growing area and one which will have many library programs for a variety of publics. It has a Carnegie building and needs replacement because of age. Woodburn has so many different segments of the population represented in the use and non-use of the library that the library is over-loaded now with its present materials and does not have enough reading space. It is also inaccessible to the handicapped. A new building should be readily identified as a library whether or not it is part of a complex and should be located where it is readily accessible to all.

2. McMinnville — This public library building is a Carnegie building and also is in need of replacement because of age, crowded conditions and inaccessibility to the handicapped. The new public library building should be physically separated from any other building. McMinnville is the

largest city in that part of the three county region and the natural center for many people to shop and to use the library. A new library building would enable much more to be done by the staff in programming and would make the library accessible to all.

3. Dallas — The Dallas Public Library building is a Carnegie building and is in need of renovation at the present time for preservation. It would be good to have a replacement here. The building is presently filled and without room for the development of a cooperative regional program as there is not the needed seating space or space for books or other media for housing or use.

4. Stayton — Renovation is suggested for the Stayton Public Library building until more is known of the development of the library habits of the people in that particular geographic area. The present building needs to be refurbished and a children's room developed. It has been determined that the building itself is sound so that such remodelling could take place. Such a change should come immediately so that the entire building, including the basement area, can be used. In renovating the building all care should be taken to keep in mind that the building must be available to the handicapped.

5. Newberg — This public library building is also a Carnegie building but it has been made quite attractive recently and does have some space for expansion. It would be best to replace the building but short of that, to develop the entire building for library use. Again the handicapped should be kept in mind in the planning.

A review of the library buildings in the area will show the need for new buildings. The new buildings at Sheridan, Salem, Silverton, and Monmouth are buildings meeting the needs of the community. It may well be that new buildings are not needed in some of the areas. Rented quarters which are accessible to the people in shopping centers or other areas of intense use would be a better answer to the physical facilities need than a new or remodelled building that has been specifically developed for a library. The Mt. Angel Public Library is an example of a library that is moving from a less accessible location for the public to a converted building in an accessible location. A more noticeable sign or signs indicating the location of many of the libraries would be most helpful to those people who are new to the community.

The Chemeketa Community College Library is a new facility with a new and larger library building planned for Chemeketa Community College in the near future.

Financing of Library Service

The present method of funding libraries in the three county Region of Polk, Yamhill and Marion Counties is uneven and inadequate. Significant efforts are being made in parts of the Region to bring up the per capita expenditures to produce library service of the quantity and quality needed. Overall, however, the per capita expenditure is below an acceptable standard. At the close of 1972 the per capita expenditure for public libraries in the three county region was \$1.71 per capita. Experience has demonstrated elsewhere in the public library service programs that the annual cost for public library service of minimum adequacy requires \$5.00 to \$5.50 per capita in a cooperative regional system. Because of the compact area to be served by the tri-county cooperative regional library system, \$5.00 per capita appears to be a reasonable figure to set as the per capita cost for library service of minimum adequacy for the entire region.

It would seem that the first priority in the development of cooperative regional library service would be to take library service to those who do not now have service and, as second priority, develop an even and equitable library service program over all of the region. At the same time, the present libraries should be strengthened to bring up the service of the entire region to that of minimum adequacy. A cooperative regional library service will benefit all libraries in the tri-county region in some respect and will help to bring library service to a higher level of quality. Undoubtedly as library service improves, financial support will also improve on a regionwide basis.

Attitude of Public toward Libraries

In comparing library service with other services in the tri-county area, the Consultant found that library service, in most parts of the region, has had a low priority in its support from public funds. Such a situation exists many places in the United States but is being corrected just as it is in the tri-county area of Oregon. The needs of the people are being expressed to the librarians and other officials so that new methods of meeting those needs are being sought and new methods of funding being developed. During the on-site visits, the Library Consultant talked with many people who were both users and non-users and had an expressed need for library service. They, in many cases, knew the present strengths of the libraries now giving service and were interested in improving those services and making them more widely available.

There is need to continue this interest in improved library service by the public by involving the people in the solution to the problem. The public needs to know what services are now available,

how they can be reached, what services could be available in libraries, and how such services and access can be financed. With the continuing interest in improved library service throughout the Region a solution can be found to improving library service without increasing administrative costs. Service costs need to be increased but care must be taken that the taxpayer's dollar is turned into programs of service rather than into administrative overhead. It is recognized that more staff will be needed, new buildings are necessary, better collections of library materials are required and faster means of delivery are needed and that such services will be paid for by public funds. But, in developing the plans and financing for this service, the people should make every effort to turn funds directly to programs rather than to unnecessary administrative costs or unnecessary duplication.

Library Service in the Tri-County Region

The present needs of the public in the tri-county region is the basis on which a plan is being developed for improved library service region-wide. The expressed need of the people who do not now have library service should be built into the plan as a first need to be met. The uneven service and the uneven use of the present library service would be met somewhat in the development of a cooperative regional library system. Eventually, as the cooperative system develops, the uneven service and the uneven use of libraries would disappear and be replaced by a more nearly equal provision of opportunity for service and a greater use of the service provided. The lack of a fast and efficient method of delivering library service over the Region should be a first priority also in the development of a cooperative regional system, as the present methods need improvement and study. Reference and information service is almost non-existent on a region-wide basis as is a developed research service. A fast and effective reference service and information service would be a result of the cooperative regional library system. Other service programs that are presently in existence such as children's programs and public relations programs would be improved through the plan for a regionwide cooperative program.

While many library services are now available and can be improved immediately through overall cooperation among agencies, for a permanent regional program on a cooperative basis new and improved services are essential. Better service can be developed at the present expenditure level. This can be the result of improvements internally and from cooperative efforts. Increased expenditures on a regionwide basis would also be required to meet the new and improved programs and to insure that the Chemeketa Cooperative Library Service is developed on a sound legal and financial basis.

V. A COMPREHENSIVE PLAN FOR COOPERATIVE LIBRARY SERVICE IN THE POLK, YAMHILL, MARION REGION

Concept of the Cooperative Regional Library Program

In the development of cooperative regional library service in the counties of Polk, Yamhill and Marion, the Chemeketa Community College is a natural educational force in this movement. The Community College District covers the three county area except for the northern part of Yamhill County and in addition includes the northern part of Linn County. The College District is the only taxing power that covers this regional area. The College Library adds much, also, to the regional resources of the tri-county area with its holdings of extensive technical materials; it supplements well the resources and services of the other libraries in the area.

Both the Cooperative Regional Library and the Community College have a common goal — the similar objective of serving the educational needs of the people of the District. The need for library service in the Chemeketa Region is obvious; in the tri-county area, over 100,000 people do not have direct library service. While there are 33 incorporated cities in the area, only 19 have public libraries and some of these libraries are very small in book collection and in use. Within the Region there are several private college and university libraries, one publicly supported college library in addition to the Chemeketa Community College, a few specialized libraries, institutional libraries and many school libraries — elementary, junior, senior high — intermediate education district libraries and professional education libraries.

In the development of the Chemeketa Cooperative Regional Library Service, the avenues of services to the people are many but only a limited number will be undertaken at this time, supplemented with pilot projects to test the future needs and costs. In approaching the development of the Cooperative Regional Library Service, the Plan takes into account only those programs that will provide the most for the taxpayer's dollar. The services developed are those most needed by the people and which can be provided immediately on a sound financial basis. The objective is that the needs of the people will be served with the least administrative cost possible.

Cooperative Regional Library Services

Five services are selected in the Cooperative Regional Library Service Plan to be provided in the early stages of the development of the Plan; that is, as soon as the vote of the people has been taken

and funds are available. This means that cooperative regional library service can begin in the 1974-75 fiscal year on a formal basis. The following are the areas of service that are desperately needed at the present time and can provide the best service to the people on a modest basis but with a built-in growth factor. A sound basis should be built for these first services:

1. **Mobile Library Service:** As was shown by the survey and interviews, the greatest need exists in getting books to the people in towns and rural areas where no library service is freely available. A mobile library service as well as a book depository service between bookmobile stops should be provided to those people who have need for the initial service and for improved service to those who do not now have adequate service.
2. **Courier Service:** A need exists for a rapid exchange of books, periodicals, films, records, information and other materials on a daily basis among the libraries in the Region.
3. **Universal Library Card:** To enable all of the residents of the area covered by the Chemeketa Cooperative Regional Library Service to have access to all materials in the libraries of the area served, a library card issued by any one library in the Region would be valid in any of the other libraries in the cooperative regional system.
4. **Information Service:** A rapid information service by telephone or by other means of communication in which the people in the business community and in the industry and government of the Region would have immediate access to essential information should be provided. All residents of the Region should have access to this service.
5. **Film Service and Circuit:** With a film service and circuit, films and equipment for their use would be made freely available to both individuals and groups throughout the Region.
6. **Pilot Project:** A books-by-mail service should be developed on a trial basis for a period of two years to determine its use, its cost, and its effectiveness.

All of these services cannot be developed fully in the 1974-75 fiscal year, and taken together, will not be the ultimate in cooperative regional library service, but this program would be a means of taking the most needed library services to the people from the beginning of the cooperative regional library. Education and library service have a common basis — a need to be taken to the community

where the people are. Through this method, the Chemeketa Cooperative Regional Library Service can build on existing libraries and resources in the tri-county area. This Plan eliminates the need for a special district or any other type of special administrative unit. It provides a means for the development of service on a regional basis and yet allows autonomy for the individual library and a cooperative library program on a regional basis.

Financing the Service

To support these services there would be a tax levy and an administrative structure. Both would be minimal, as the regional service would be built on what exists and will continue to exist. Because it is important that all costs and services be equalized as nearly as possible, many details of the Plan will have to be negotiated, tried, and constantly evaluated. A cooperative Plan-of-Service for the libraries in the Region should be developed early in the planning period so that all can be ready to go into motion in the 1974-75 fiscal year. Additional services would be made available to present libraries through the cooperative regional library. Because the Salem Public Library has two bookmobiles and space for three, a part of which were made available through federal funds of the Library Services and Construction Act, it should be the Library with which the Chemeketa Community College Board would contract for this regionwide library service. As the program develops, these services will be reviewed and evaluated for the cost effectiveness of the program and measured in relation to meeting the needs of the people. The mobile library service would be provided as a complement to present mobile libraries in the tri-county area. The planning will be with the agencies that now operate mobile library service such as the Marion County Intermediate Education District which presently provides mobile library service.

Library Service on a Cooperative Regional Basis

The Chemeketa Community College appears to be the logical choice as the basis for the Cooperative Regional Library Service because it belongs to the people just as do the public libraries. The Chemeketa Community College operates a library as a resource for formal education and would expand its operation to operate a library service that provides for formal education, continuing education, informal education, in-service training and a delivery of library programs for the entire Community College District.

The Chemeketa Cooperative Regional Library Service tax should be a separate tax and a separate ballot issue. The amount of \$147,000 would be sufficient funds to operate the Cooperative

Regional Library Service at the present time. The tax required would be 8 cents per \$1,000.00 assessed valuation. At the present cost of library materials, that cost will amount approximately to the purchase of one paperback book per family per year. The tax would be a continuing levy for the period of three years. The Chemeketa Cooperative Regional Library Service will have first priority on grant funds available through the Library Services and Construction Act. Grant funds will enable a really fine library service to be given to the people of the Region.

In order that the service throughout the Chemeketa Cooperative Regional Library Service be equalized among the existing public libraries substantially supported by public funds, it would be necessary for an equalization formula to be developed and the amount of the tax necessary to raise the equalization funds be determined. It is recommended that the following three elements be taken into consideration in determining the formula: need for library service — the total number of people in the area; ability to provide library service — the assessed valuation of the jurisdiction providing the library service; the effort made to provide library service — the amount of local public funds expended in the prior year for library service. It is also recommended that this equalization tax not exceed 4 cents on a thousand dollars of assessed valuation so that the total tax for the continuing levy would amount to approximately 12 cents on a thousand dollars of assessed valuation. The formula can not be written into this Plan as there has not been sufficient experience with such a formula on a regional basis to set forth the details in final form. It would, however, enable all libraries now receiving substantial support in public funds and providing library service universally within the Region under the Chemeketa Cooperative Regional Library Service Plan to receive an equalization grant for the purpose of providing direct walk-in non-fee public library service to all the people.

Present Attitudes Toward Library Service

There is a great need for citizens of the Region to reestablish the library needs of the people in their consciousness. Citizens should be involved throughout the detailed planning and implementation of the programs presented in this Plan. Vital forward-moving activity at all levels should be maintained. People, not things, are the most important commodity in this cooperative regional library service. Education is the key to development with information as the key to education. An effective system of library service to provide that information is long overdue in the tri-county area. For economy and effectiveness the Plan would involve funding at all levels of government — local, regional, state and federal.

Where is the library in the priorities of government? How can libraries serve the business and industrial communities? What is the image of the businessman or industrialist concerning the library? Does the concept of library service need to be developed in this Cooperative Regional Service Plan? Can the cooperative regional library service provide information to business and industry such as has not been given before? Is the image of the business and industrial community that libraries are for wives and children — not for us — for some one else? Library priorities at this present time determine that the public library will continue to be a familiar service to a familiar clientele. In developing a cooperative regional library a new clientele would be drawn into the benefits of library service. To what extent would the public support these services? Once the people use the cooperative regional library service successfully, they will support it.

Service for the User

The cooperative regional library service should be developed for the user — the concern should be for the user and not for processes. The user is not interested in the mechanics of library service. He will find the library so important that he says when he has a problem, "I'll drop into the library for that; or "I'll call the library information network for that." Then when he does come or call he will get what he needs and wants — a fast, complete and accurate answer given with the willingness that returns him to the library again and again. To achieve this situation, there should be shared resources, shared skills, and continuing education throughout the tri-county library region. Outreach by the library should be matched by inreach from the public. This will not happen by the setting up of a cooperative regional library service but the cooperative regional library service would make it happen. In developing a network of information, there should be training to plan publicity so that the user will know how to use the network. Otherwise the question will never reach any library, let alone go to the library resources wherever they may be, to secure the answer and return it to the questioner. Lack of public reception is a real problem. Even with a cooperative regional library service developed, the publicity will be there, as the public does not conceive of library service as a network of unlimited information. **It will be made to happen.**

Administration of the Chemeketa Cooperative Regional Library Service

Because the Chemeketa Community College was established by ORS 341.055 as a public institution for the purpose of providing education to meet the needs of a geographic area, it would be able to establish a cooperative regional library service to cover this same Region to assist in the education of

the people of this geographic area. This library service would be established to meet the needs of all of the people whether they are in rural or urban areas. It would be a part of the broad, comprehensive educational program both academic and vocational. The curriculum will go out to the people of the entire geographic area, so the cooperative regional library service should cover the same area.

Through the establishment of the Chemeketa Cooperative Regional Library Service for all the people of the geographic area covered by the District, the needs of the people would be met through the existing library services in the Region and with the development of new regionwide services. The Governing Board for the Chemeketa Community College should be the Governing Board for the Chemeketa Cooperative Regional Library Service. To relieve the College Board of many of the details, an advisory board should be appointed for the Chemeketa Cooperative Regional Library Service. A seven to fifteen member advisory board to the Governing Board of the Chemeketa Cooperative Regional Library Service should be appointed by the Chemeketa Community College Board. This Advisory Board should be concerned with the details of the Cooperative Regional Library Service programs. A Chemeketa Regional Library Service Council should be formed and made up of the head librarians in the Region. A chairman should be elected yearly and the Council would be concerned with the library operational and service programs of the Cooperative Regional Library Service. A member of the Council should be elected to serve for a two year term on the Advisory Board in an ex-officio capacity. It is recommended that the Advisory Board members be selected carefully from the community. These members' attributes should include enthusiasm, experience, responsibility, dedication and civic-mindedness. It is recommended that the appointments be made for three years with approximately one-third of the committee replaced each year. It is recommended that the Advisory Board initial appointments be made from one to three years. A member of the Advisory Board should be elected to serve a two year term as a member of the Council in an ex-officio capacity.

Any staff employed in the Chemeketa Cooperative Regional Library Service would be under the jurisdiction of the Chemeketa Community College Board. The Board would, however, contract with the Salem Public Library to provide a part of the cooperative regional library services. In such a contract, staff providing the services would be employed by the Salem Public Library.

Chemeketa Cooperative Regional Library Service – Staff

A Library Assistant should be employed as staff to the Council for the Cooperative Regional Library Service for assistance in implementation of library operations and programs. As the program

begins, that position should be set up on the basis of twenty-five per cent of a full-time position. The staff member would be on the staff of the Chemeketa Community College and would have a limited range of activities. The primary responsibility assigned to the position in the first two years of the cooperative regional library service programs should be to act as staff to the Chemeketa Cooperative Regional Library Service Council to insure that decisions made by the group are carried out effectively. The Library Assistant would be selected with the advice and consent of the Council. It is recommended that a present staff member of the Chemeketa Community College be selected for the position since it would be established initially on a part time basis.

The library assistant position is the only staff position established under the Plan. Program positions should be established within each of the programs developed and back-up staff to the head librarians should be employed in these programs, where necessary, to release time for the regional activities of the head librarians.

Service Levels in the Chemeketa Cooperative Regional Library Service

1. **Community Service:** The Community Library is the first and primary source of library service to which a person usually goes for complete library service. It is equipped to meet the ordinary needs of the people. When the community library cannot provide the information or materials needed, the staff is able to obtain it or refer the person to the nearest and best source. A community library would maintain a general collection of books on the basis of 2 per capita, regionwide; provide 250 to 500 reference titles; 75 to 150 current periodicals; 500 to 1,000 sound recordings; local, regional and national newspapers; and films. The material provided should be of a currently useful nature.

Community libraries will vary in size according to the needs of the people and, initially, on the ability of the community library to house and service materials. New library facilities should be planned to provide this minimum service as new facilities are developed. The mobile library should not provide library service as a supplementary service to the community library except as a branch library service. In an area where there is close proximity of libraries as Monmouth and Independence, the libraries can meet the Community Services standards by working together on a planned basis.

The mobile library service should also be a first and primary source for a part of the public but should not be expected to reach the standards of service of the Community Library. The

community outlets which will be developed as adjuncts to the mobile service will be developed in conjunction with the type of service that the mobile library provides. This service will be described under the five services that should be developed as a result of the establishment of a cooperative regional library service.

2. **Resource Service:** The Resource Library Service provides supplemental and back-up service to the community libraries, the mobile library and community outlets. The resource center library service would have the materials, staff and the facilities to satisfy all but the most specialized needs of the people. These services would be available to all libraries in the region and to the public in whatever manner best serves. Included among its services would be an information center, a regionwide audio-visual service, and a communications and transportation center for the Region.

The basic book collection of the resource center library service would be sufficient to bring the total for the Region to a minimum of three books per capita for public library service. The annual acquisition would be not less than 30 per cent of the trade titles published in the United States and the basic reference collection for the Region should contain a minimum of 10,000 titles. The Resource Service would subscribe to all periodical titles indexed in the recognized standard indexes and to any others of local or regional interest. These would be retained in their original form, easily handled bound volumes or microfilm for ten to fifteen years. This retention plan would be modified by the development of a statewide network which would facilitate the utilization of back-files elsewhere in the State, Pacific Northwest Region or wherever they can be secured. The Resource Service would subscribe to a variety of newspapers with local, regional, state and national coverage and retain one or more of each type on microform. The collection of media other than books — audio-visual materials — would be diversified and contain films and other materials of educational, recreational, informational and cultural content. A minimum of 2,000 new record albums and tapes and 100 film titles per year would be added. The resource service would provide selective depository service for local, state and federal government publications. These materials would be readily available for circulation and reference use. The Chemeketa Community College Library and the Salem Public Library as Resource Center Libraries may elect to join together to meet these standards initially.

3. **Research Service:** The research service would provide for the unusual needs, for less often used but important research and bibliographic information and for the less used and more expensive

materials. The research service would provide the information resources needed which are beyond the capacity of the resource service to meet. Included in the research service would be specialized materials and services in all fields of knowledge. The research service would provide public access to its facilities and collections, would respond to research needs, lend its circulating materials or provide photocopies as appropriate. The research service would have a book collection and subscribe to periodicals covering all areas of knowledge. This would mean adding 30,000 titles a year and maintaining 8,000 periodicals and newspaper titles. The service would provide 30 to 35 specialists in subject fields. The total media in addition to books would equal at least 25,000 albums and tapes of historic and current interest and a minimum of 4,000 motion picture titles, slides and filmstrips and other media forms. These standards can initially be met through the cooperation of the university and college libraries, the State Library and special libraries in the tri-county area.

To provide all of these levels of service and to be able to obtain these materials wherever they may be will require a searching within the tri-county region and a moving out into a statewide network of information and service and beyond to a Pacific Northwest Regional Service. The purpose of the entire network and the development of service from the smallest community outlet to the most specialized service is to implement the intent of the Chemeketa Cooperative Regional Library Service to provide the material or information to the people immediately or to obtain them no matter where the source of the answer may be located.

Service Programs Related to Present Facilities

The programs described of the three levels of service would be provided by existing facilities in the Region. The breadth and depth of the services would grow as the cooperative region develops. The Community Service would be provided by the larger public libraries in the Region which would give a complete library service as the first and primary source for the general public. The school libraries would be the first source for the students as the college and university libraries are for their students and faculty and the special libraries for their special clientele. The smaller public libraries in the Region would also be the first and primary level of service for the public for primarily recreational and informational materials and be supplemented by the mobile library service.

The Resource Library Service would be provided jointly by two libraries in the Chemeketa Cooperative Regional Library Service — the Salem Public Library and the Chemeketa Community

College Library. The Resource Service standards described would be met jointly by the two libraries as a minimum program of adequacy. In describing the new services of the Cooperative Regional Library Service this service will be further developed.

The Research Service would be provided by the Oregon State Library, by the College and University Libraries, by the Special Libraries and by the School Libraries. This service may also be provided by any library that happens to have specialized material or service that is needed. As the Chemeketa Cooperative Regional Library Service moves outward from the services, information and materials available in the Chemeketa Cooperative Regional Library Service, it should utilize the Pacific Northwest Bibliographic Center located at the University of Washington, Seattle, Washington. The Oregon State Library was a member of the Center until July 1, 1973, and many libraries within the State of Oregon and in the proposed Chemeketa Cooperative Regional Library Service are members of the Center.

The Development of New Cooperative Regional Library Services

1. **Mobile Library Service:** The Chemeketa Cooperative Regional Library Service would extend its services throughout the Region with a mobile library system complemented with community outlets. The quality of the mobile library service will vary with the financing of the service--quality as defined by the number of books and other materials available on the mobile library and in the community outlets and the frequency of the mobile library stops within the region. The minimum would be a collection of 2,500 volumes serving approximately 40 locations on a biweekly schedule. Available between the visits would be a collection of currently useful materials at the community outlet complementing the mobile library. As additional funding becomes available and additional bookmobile time can be released by the Salem Public Library bookmobiles, the scheduled stops should increase in length and be on at least a weekly schedule.

The Chemeketa Cooperative Regional Library Service would purchase a new mobile library that is a self-generated bookmobile which would be used to extend library service throughout the Region. This mobile library would carry library service to those areas that are without library service or where present library service does not provide adequate current materials. This service would complement the fixed location service. Additional bookmobile service should be provided through the use of the Salem Public Library bookmobiles during the period of time that they are not now being utilized. As the Salem Public Library develops a branch library program, the time that the

present bookmobiles would be available for regional use would be increased. The bookmobile service for the Chemeketa Cooperative Regional Library Service would be developed through planning with agencies presently providing mobile library service.

To develop a program for the actual bookmobile schedule to be developed on a regional basis requires the knowledge of the bookmobile librarians, a physical survey of the areas to be served, a pooling of the knowledge of the service area by the present public librarians and the knowledge of the residents in the area to be served. This Plan can only develop, in general, the areas to be served by the mobile libraries with the bookmobile staff following up in developing the detailed schedule. The areas that should be served are:

1. **Turner, Aumsville, Sublimity.** One place should be chosen in Aumsville centrally located for service. A community aid in Aumsville would assist and be responsible for the books left between stops.
2. **Mehama, Mill City, Gates, Lyons.** A bookmobile should be parked in an accessible place for the scheduled time. A community aid in Mill City will be responsible for the books between stops.
3. **Detroit, Idanha, Marion Forks.** The scheduled time should be divided among the three locations with a community aid in each place to assist.
4. **Jefferson.** The mobile library would complement the present library located in Jefferson and the librarian would assist with the service and the books left between stops.
5. **East Salem** — Labish Village Area; Four Corners; Lancaster Mall are recommended as bookmobile stops. Community aids would be needed in all three places to handle books between stops.
6. **Scotts Mills.** A stop here is recommended with a community aid needed.
7. **Brooks—Gervais—Monitor.** Stops in all three places and community aids are recommended.
8. **Donald—St. Paul.** Stops at both locations with community aids.
9. **Hubbard—Aurora.** Stops in both places and community aids would be needed.

10. **Keizer.** Keizer Avenue; St. Edwards Church; Supermarket. Community aids would be needed in all three locations.
11. **Pedee—Buena Vista.** Mobile library stop in both places would be needed with a community aid to assist in each location.
12. **Perrydale—Rickreall—Buell.** A stop in each location with a community aid needed at each stop.
13. **Bridgeport—Falls City.** A stop would be made at each location. A community aid would be needed in Bridgeport. The mobile library would complement the present library in Falls City and would be assisted in service by the present librarian.
14. **Willamina—Grand Ronde—Amity.** The mobile library would complement the present libraries at these three locations. Community aids would be needed at Willamina and Grand Ronde as these libraries are presently staffed by volunteers. The Librarian at Amity would assist with the bookmobile service at that location.
15. **Lafayette—Dayton—Carlton—Dundee—Yamhill.** Community aids needed in Lafayette, Dundee, and Yamhill. The mobile library would stop at the present Carlton Library and the Librarian there would assist with the service.

The staff of the mobile library service would consist of a bookmobile librarian at the Salem Public Library and clerical staff. The Salem Public Library would provide the mobile library service for the Chemeketa Cooperative Regional Library Service in conjunction with those services which presently exist or are developed. The staff of the mobile library itself should be a driver—clerk with a relief driver—clerk and a paid community aid at each scheduled stop. The salaries for the community aids are included in the bookmobile budget and program. The Community aids would be employed on an hourly basis and recruited, selected and employed from the community in which the mobile libraries make a community outlet stop. Volunteers or a talent pool of willing people would act as a supplement to a paid mobile library and community outlet staff.

In areas such as Woodburn, McMinnville, Dallas, Newberg, Silverton, Monmouth, Independence, Sheridan, Stayton and Mt. Angel, the mobile library would provide library service only as an

adjunct to the complete library programs provided by these public libraries. The mobile library would serve only as a branch or community outlet within the larger service and would provide service through a community aid program.

2. **Courier Service.** A need exists for a rapid exchange of books, periodicals, films, records, information and other materials on a daily basis among the libraries in the Chemeketa Cooperative Regional Library Service. A station wagon would be leased to provide this courier service. A driver would be employed on an hourly basis to drive the station wagon and be on the staff of the Chemeketa Community College Library. That Library should maintain the delivery system for libraries in relation to its need to provide a delivery system for the library service as a resource for the community college program district-wide. The route of the courier service and its scheduled stops should be developed by the Library Assistant with the assistance of the Chemeketa Cooperative Regional Library Service Council. On a planned basis the courier service would provide a limited delivery service for other governmental agencies when it can be shown that such a service benefits the Chemeketa Region. Funds for this service would not be paid out but an exchange of service would be provided. A direct telephone service should be provided to the library in exchange for courier service.

In developing the Courier Service the Chemeketa Cooperative Regional Library Service should plan with the Marion and Polk County Intermediate Education Districts to complement their courier service as well as with the other courier services that presently exist. The Chemeketa Community College Library, which would be responsible for this service, may be able to negotiate a plan for an exchange of services. School District 24-J has a delivery service to schools under its jurisdiction and might well participate in the regionwide courier service. Such cooperation can either improve service, reduce costs or accomplish both. Such negotiations and planning for the development of this service should begin at an early stage in the development of regionwide cooperative library service.

3. **Universal Library Card.** Regionwide library service would be provided to all residents who have a library card in any of the libraries in the cooperative regional library service. The resources would be available for use throughout the Region by all other libraries as well as by individual residents. The resident borrowing from any one of the libraries would have the privilege to return the borrowed materials to any library within the cooperative regional library service. The universal library card service extends free borrowing privileges by all libraries in the Chemeketa Cooperative

Regional Library Service to all residents in the total Region and allows return of the materials to any library in the Region. All of the service provided within the Chemeketa Cooperative Regional Library Service would be free to the individual as the service would be provided within the budget of the Chemeketa Cooperative Regional Library Service. Companies or individuals wishing to contribute to the services of the Chemeketa Cooperative Regional Library Service could do so by giving funds to the Chemeketa Cooperative Regional Library Service. These funds would be budgeted within the budget of the Chemeketa Cooperative Regional Library Service. Because the ability to use a library card in any library in the Chemeketa Cooperative Regional Library Service and to return the materials to any library would be a new service to the people of the Region, it would be necessary to let the people know of the availability of this service. It would also be necessary to provide staff training in this new service, its use, its advantages, its flexibility and benefits so that the staff will be prepared to explain the service to the public in the Region. It would also be necessary to explain that materials will be sent from one library to another so that it is not necessary for the individual to travel from one location to another.

4. Information Service. A rapid information service by telephone, teletype, facsimile transmission, courier service, bus or by any other means would be provided as a Resource Service by the Salem Public Library and by the Chemeketa Community College Library. Because this is a needed non-existent service in the Region at present, and because the information network would become a part of a statewide library network, this is one of the most important of the services to be provided by the Chemeketa Regional Library Service. In brief, the Resource Services Libraries would operate reference centers connected by direct telephone service with the libraries in the Region and by teletype with the Pacific Northwest Bibliographic Center as well as with any other libraries nationally and internationally that have a compatible teletype system. The purpose of the information service is to give rapid response to requests for information and materials.

The Information Service would be available to all libraries in the Chemeketa Cooperative Regional Library Information Service. Everybody could use the Information Service through the libraries in the Chemeketa Cooperative Library Service. If the Community Library does not have the material nor does the mobile library service, the Resource Service at the Salem Public Library and at the Chemeketa Community College Library would have it or would get it from another library within or without the Region.

Almost any materials and information would be available through the Information Service. Some information needed would come in books; some would be in government publications or magazines;

much would be available through photocopies from materials available in another library; some would come as messages of information on the teletype; some may come by facsimile transmission if that means can be utilized in the Chemeketa Cooperative Regional Library Service. This means that a question can be asked at a Community Library, transmitted to the Resource Service, to the Pacific Northwest Bibliographic Center and to the Library of Congress in a matter of minutes. The answer will come back in a matter of minutes if the information is available and later if more time must be taken for the searching.

A reference librarian should head the Chemeketa Cooperative Regional Information Service at the Chemeketa Community College Library and at the Salem Public Library. An assistant reference librarian would be required half-time in each library to establish the Information System and full time as the workload increases. A half-time library assistant would be required in each Resource Center to provide bibliographic service to the Information System. In some instances the Information Services, when the information requested is not available in the Resource Service, would call or teletype best known source. In other instances the Information Service staff will search another library collection such as the Oregon State Library or another nearby research library and utilize the Bibliographic Center.

The procedures for the requesting of information and the supplying of information should be kept simple. Forms should be provided for transmitting the request and for answering the question. The forms should be kept simple, be uniform throughout the Region and compatible with other networks in the State and in the Pacific Northwest Region. It will be of benefit to the Information Service when the State of Oregon is again a member of the Pacific Northwest Bibliographic Center and to the people of the Chemeketa Cooperative Regional Library Service.

In order that the Information Service can provide answers directly from the Resource Service, the Salem Public Library and the Chemeketa Community College Library should build up their resources in subject fields, reference materials and bibliographic tools. Continuing education should also be provided in sources of information, recent reference and information materials, how best to use the network in the Region and outside the Region, and how best to respond to requests for materials and information available within the library. This training should be required not only for the staff of the Resources Service libraries but by the staff for all libraries in the Chemeketa Cooperative Regional Library Service.

Publicity on the availability of this new service should be provided immediately as many people will not know how to use a library network. Care should be taken not to over-advertise the service,

however, as the success of the Information Service depends upon the producing of fast, accurate and complete answers to questions. This service will be a growing service and good service results in increased use of the service.

An additional means of communication that would be valuable to the Chemeketa Cooperative Regional Library Information Service is facsimile transmission. Consideration should be given to utilizing this means of network service in the second year of the utilization of the Information Service so that the Service can send and receive exact copies of materials in books and other library materials. This means of fast communication is especially valuable when a diagram or a drawing is needed immediately from materials in another library. The exact copy can be transmitted in a matter of minutes when the material is located in another library.

A channel for the information to be located would be set up in the Chemeketa Cooperative Regional Library Service through the Information Service. There will be times when the questions will not go to the Information Service at the Chemeketa Community College Library or at the Salem Public Library but would go to another library within or without the Region. If the library which receives the question knows where the best source for the answer is, that library will go directly to the known source.

The Information Service should seek out all other networks which have developed or are developing within the State so that all work being done to develop information service networks is compatible and proceeding together. The Information Service would be a service that looks outside the Region as well as within and becomes a vital part of the Statewide network in Oregon libraries.

5. Film Service and Circuit. With a film service and circuit the Chemeketa Cooperative Regional Library Service would provide media in addition to the books and equipment with which it will be used. Involved in this Center would be films and other media owned by the Cooperative Regional Library Service, those rented by the Film Center, information on those owned by libraries in the Chemeketa Cooperative Regional Library Service, and general information on where films and other media can be obtained. The Film Service and Circuit would be located at the Chemeketa Community College Library, as the facilities for a multi-media program would be available there. Personnel familiar with the media would be on the staff and the film program would provide a resource for the educational program of the Chemeketa Community College through the libraries in the Chemeketa Cooperative Regional Library Service.

Although the service and circuit described here is limited to films, it is understood that libraries would wish to include other non-book materials in the service. Films that would be included in the Center are documentary and educational films, filmstrips and other forms of non-book material that are needed in the total Chemeketa Cooperative Regional Library Service programming. Among the materials would be sound filmstrips and sound slide packages. Also, there would be equipment for viewing filmstrips, slide sets and 16mm films. Subjects included will be many but as examples are the following subjects: Consumer Awareness; Minority Studies; Performing Arts; Literature; Arts and Crafts; Children's Stories and Folklore; Environment; Other Lands; Other People. The subjects that are covered in non-book materials and particularly in the film service and circuit being described here would be as varied as are the interests and needs of the people, both for educational and recreational reasons. The Salem Public Library, the Community libraries, the school districts, the Intermediate Education Districts and other libraries would supplement the non-book collection at the Chemeketa Community College, also.

Other materials that should be included in the media center in non-book materials but are not being included in this regionwide service at the present time are recordings of music, drama, speech and language. Required also are the facilities for utilizing the materials within the Chemeketa Community College Library as a Resource Service Center and to house the materials so that they can be readily obtained. By means of telephone communication and courier service, the materials can be obtained any place in the Region in a short space of time. Included in the Resource Service in films would be a scheduling or booking service so that it would be possible for individuals or groups to plan a program or discussion around a specific film, as the film would be guaranteed to be available at the time needed.

The staffing required for this Film Service and Circuit would be a specialist in non-book materials on a part-time basis at first and a full-time basis as the Film Center develops. A part-time technical assistant would be required to handle the details of scheduling and insuring the delivery of the films at the right time and place and other technical duties related to the handling of the film service and circuit and on a full time basis as the service develops.

6. Pilot Project—Books—by—Mail. Grant funds should be applied for to the Oregon State Library from the Library Services and Construction Act to develop and implement the pilot project—Books—by—Mail on a two-year basis. Because people in the area covered by the Chemeketa Cooperative Regional Library Service are still interested in mail order purchasing of

materials as are they elsewhere in the United States, books-by-mail is a pilot project that is certain of success but a two-year period will determine the extent of the need and the cost level of the service. Although there are many examples of books-by-mail services to observe, the books-by-mail service in this Region should be developed with the particular needs of the Region as a guide. The following should be included in the project on a pilot basis: 1. A mail-order-catalog which will be attractive, will list a selection of books ranging in number from 500 to 1,000 titles, will be illustrated and annotated. 2. Bookstock in sufficient quantity to insure that the titles listed in the catalog will be available when requested. 3. Mailing procedures and materials that make the requesting and the returning of materials a simple procedure. 4. A staff of a librarian to develop the service on a full-time basis with part-time service after development and two technical assistants to handle the catalog preparation and delivery of books through the mail.

The Books-by-Mail Project would be located in the Salem Public Library as they now provide a shut-in service. The emphasis in serving the public with books-by-mail should be placed on the lack of mobility of the public and the isolation because of distance. The community librarians would work with the librarian in the Books-by-Mail project to locate the homebound and those isolated because of distance. Although the Books-by-Mail service would be available to any resident of the Chemeketa Cooperative Regional Library Service area, first priority would be given to those residents who are unable to come to the library for their library materials.

The Chemeketa Cooperative Regional Library Service personnel would study the services provided by other libraries in their books-by-mail and should study the Chemeketa Cooperative Regional Library Service needs and develop a simple, effective, attractive program and let the people know that such a program is available. The pilot project should be developed at the service level and funding level in the two-year program that would make it possible for the Chemeketa Cooperative Regional Library Service to assume the service and costs within its budget when it is determined that the service should be a permanent service in the Region.

Cooperative Materials Selection

One of the benefits of the Chemeketa Cooperative Regional Library Service would be the avoidance of unnecessary duplication in the collections of the libraries and at the same time the assurance that the needed materials would be available within the Region. This service would not require

additional funds to accomplish except that more funds would be needed for materials so that the assurance that needed materials would always be available can be a true one. To accomplish this cooperative materials selection would require a continuous exchange among the libraries prior to acquisition. An understanding among the libraries of the over-all areas of emphasis for each library would be developed in relation to the Plan-of-Service. An assignment of natural specialization among the community libraries would also help insure that unnecessary duplication would not take place.

The objective of the cooperative selection of materials is to develop collections that are truly complementary and not competing in subject matter or media. To achieve this objective in addition to the methods described above, the librarians would attend regular meetings at which materials selection is discussed and implemented. This meeting schedule would be supplemented by the exchange of lists of proposed new acquisitions. At the time that centralized ordering, cataloging and processing are determined to be feasible from an economic and service point of view, the exchange of information will be assured.

Cooperative Materials Retention

As important in the implementation of this plan as Selection of Materials is the Retention of Materials. Agreed-upon policies would be developed by the Council of Librarians of the Chemeketa Cooperative Regional Library Service concerning the retention of back issues of periodicals, newspapers and various materials of local history. A determination would be made of the form in which the materials would be retained — original form, bound, microform or any other means that may present itself. At the same time, procedures for gaining access to these materials would be developed. A last-copy program of materials in the Region would be developed with the Salem Public Library and the Chemeketa Community College Library as the location for the last copies of material that will be retained depending upon the type of material.

All cooperative materials selection and retention would be developed with the sources for the materials outside the Region in mind. With the development of a statewide network, the process will become easier as the Region would work within a total network. The access to materials through the Pacific Northwest Bibliographic Center will also influence these cooperative processes. In all the development of policies and procedures, the simple but effective procedure should be selected over a more complicated procedure. The administrative costs of this part of the cooperative program should be constantly evaluated so that the cost will remain minimal but still the program will be effective. As a result of the cooperative programs with simple but effective procedures, more materials can be purchased with the tax dollar through planned purchasing and retention.

Training of Library Personnel

To accomplish all of these new programs and the cooperative programs and to maintain a currency and consistency of operation, training on every level is required. Each library needs an in-service training program to teach a particular job. Each library should work with other agencies within its jurisdiction to cooperate on training programs that meet common needs. The Chemeketa Cooperative Regional Library Service would provide training programs at all levels of activity and staff need. The responsibility for training programs on the Regional level would be assigned to the Resource Services at the Chemeketa Community College. The Library Assistant would implement the expressed needs for training and would extend the program to other areas in the State when such is appropriate.

A grant program should be developed with the Library Services and Construction Act funds to develop training in the Chemeketa Cooperative Regional Library Service area, develop training that will include other regions in the State or on a statewide basis. In all instances the Library Assistant should work with the Oregon State Library in the development of the programs for continuing education or for specific programs or workshops.

The Library Assistant would also work with the Western Interstate Commission for Higher Education (WICHE) along with the Oregon State Library to develop training programs that involve the personnel of many states. The programs of continuing education that include library personnel from several states would be especially valuable to the Chemeketa Cooperative Regional Library Services as networks of information develop nationwide. Library personnel in the Chemeketa Cooperative Regional Library Service should be encouraged to participate in national training programs also. The expenses of the personnel for whom the training is being given should be paid by the jurisdiction represented or by the Chemeketa Cooperative Regional Library Service.

Library Service Specialists

While some library service specialists will develop in the cooperative program as the Chemeketa Cooperative Regional Library Service develops, so should the specialist program. A reference specialist will be available in the Information Service; a media specialist will be a definite asset to the Regional Library in the Film Service and Circuit; a bookmobile specialist will be available through the mobile library program; a books-by-mail specialist will be developed through the pilot project. In addition, the Chemeketa Cooperative Regional Library Service should add library service specialists in the special areas of library service to business and industry and library service to children. Other specialist needs will emerge as the program develops but the two mentioned here should have first priority.

The Council of Librarians would develop additional programs through the Plan-of-Service as the members find an expressed need. Two presently requested programs that should be included in the Plan-of-Service are: 1) An exchange of personnel among the libraries on a temporary basis; 2) An exchange of exhibits developed among the libraries and by other agencies in the Chemeketa Cooperative Regional Library Service area.

VI. DEVELOPMENT OF SPECIAL PROJECTS TO MEET IDENTIFIED NEEDS

The most effective method of showing the benefits of any library program is to give a good sample of the service that is provided by a project before the total program is a part of the regionwide service. One means of developing library service is through the special project on a pilot basis. A description of such programs follows. These are programs that will work and are needed but a test in a real situation will determine the costs, the effectiveness, provide staff training and will gain acceptance and support by the public.

Place names will not be given, for the most part, in the description of these pilot projects as they will be adaptable to many geographic areas. All are needed in this particular Region. All of the pilot projects will be successful only if done within the plan developed for the Chemeketa Cooperative Regional Library Service as each project utilizes more than one of the Plan services and programs. Because of this inter-relationship, the total Plan must be developed as a background for the development of the project.

The financing of these pilot projects would be financed by federal funds available to the Chemeketa Cooperative Regional Library Service under the Library Services and Construction Act and through the Oregon State Library. Other federal funds may be available through other programs now in existence and to be developed. The librarians in the Region should be aware of the federal programs of funding available; should seek funds from the appropriate source in the development of the program.

Extending Library Service into the Community

Four types of pilot projects of extending services into the community are needed and desirable. In all situations described, the four groups are those that find less use for the library presently than other groups in the population. Because the library is for all people, a special emphasis is placed on these four groups.

Low Income Families. This program would involve the development of services in a variety of media in programs of service developed to serve those people who have low incomes. One of the objectives of the program would be to improve the skills of those in the low-income groups through reading, films and other media and programs so that they can move out of the low-income group. The program would provide a limited number of job opportunities in libraries for members of the

low-income group. The project would insure that library service is available to the low-income families and would provide library service outlets if necessary to assure easy physical access to the people for whom the program is developed. An advisory group would be established to assist the librarians in developing the program and to enable the library to develop the program with other service units in the community also providing service to these families. In order for the program to be developed successfully, training programs would be needed for the library staff that will be working in this program so that they can work successfully with people in the low-income group.

Minority Groups. The minority groups that would be in this program are the non-English speaking people or those for whom English is not the first language. The library is a natural agency to develop a pilot project, as the library provides direct and tangible services to individuals. The project should be undertaken by joint planning and coordination with other services to non-English speaking people as they are identified in the area chosen for this service. Before the program is undertaken, the staff assigned to the pilot project should survey the area to be served to determine the people to be served, the languages spoken, their backgrounds prior to coming to the present area, the number of households to be served and the size of the households as well as the ages of the people included in the group. It would determine the present economic situation of the people to be served, their employment pattern, social patterns, the general education level and their present use of libraries.

While the program itself would be based on these findings, the objectives of the program should include: 1. Provide a supply of needed foreign language materials in all forms of media and in all subjects needed. 2. To provide materials in English that will be of interest and value. 3. Enable the non-library-users to become library users and to develop their skills in reading English and to develop their interest in reading materials in their own language.

The staff working with the non-English speaking groups needs to be able to locate and purchase foreign language material on the suitable interest level. They need, also, to be able to purchase books in English that are of interest and value in the project. A wide knowledge of non-book material would be required as these materials would be emphasized in the program. Training would be required by the staff in working with non-English speaking; training would also be given by the staff to people in the community who would be working in the project.

Shut-Ins. One of the major services of this pilot project would be to locate the people who are homebound or lack mobility for one reason or another. This program can well coordinate with the books-by-mail service in the identification of the people to be served. The service to those people who cannot physically come to the library should be a highly individualized program and one which

would involve community aids as well as the librarians working with the development of the program, its delivery service and book selection . The delivery service should be a personal one in addition to the mail service. Because of the personal visits to the people being served, the staff of the project should know the individual needs of the people. Specialized materials should be purchased such as large print books, recordings, films or whatever is needed as related to the library program.

Training programs would be required for the staff serving the shut-ins. Because there are many such successful programs, a visit to such a service should be included in the training for the staff. Staff should be recruited carefully so that both the staff and the people receiving the service will be happy in the program. The staff should also train the community aids in the special service that is needed.

Business and Industry. This program should be tied in directly with the Information Service in the Plan. The pilot project would be an extension of the Information Service and be devoted entirely to meeting the needs that people in business and industry have for information. Because there are few special libraries in the Chemeketa Cooperative Regional Library Service area, this pilot project has special significance — the public libraries and all of the libraries in the area are needed to provide the specialized information required by the business and industry.

The staff should determine the places of business and industry in the area to be served and visit the people to find out what is needed as far as information and reference service is concerned. The staff that is involved in this program should have a special knowledge of the materials and services that are available through libraries for people in business and industry. The staff which is selected to visit the places of business and industry should have an understanding of the services provided by the business or industry before the visit is made. The staff that provides the service within the library should be highly specialized and competent in locating suitable materials or information wherever they may be to make the project successful.

The staff would require continuing education in order that they can be constantly aware of new developments in the service of libraries to business and industry. The staff should also hold seminars for the people who are working in business and industry in order to acquaint them with the services that the library offers.

Oral History. A planned program for oral history should be developed in the Chemeketa Cooperative Regional Library Service utilizing the entire area in the pilot project. Much of the history that people know will never be written down so with a planned project the entire Region

can be served by the project and the history preserved for the future in libraries. The area is rich in history that should be added to the literature of Oregon through this project which can then become a part of the on-going program of the Chemeketa Cooperative Regional Library Service. This project would record on tape the oral literature and history of individuals and groups of individuals. The staff for the project would be trained in how to develop an oral history program through courses that are presently available or can be made available through the Chemeketa Cooperative Regional Library Service.

School and Public Library Services. The public library should be prepared to fulfill all off-campus library needs of the school population as well as the needs of the pre-school children and the adult population. The students and the faculty should be prepared to receive all of their on-campus service from the school libraries. But there is the need for the school libraries and public libraries to plan cooperative programs which would include how to do it, the physical facilities to use, finances or exchange of services, the services to be provided and any other programming activities that will be developed cooperatively. The project should be a formal planning together that would continue into the total Region after the end of the two-year pilot project.

Most of the forms of cooperation that would be part of the Plan for the Chemeketa Cooperative Regional Library Service are applicable to school library service and public library service on a cooperative basis. In addition, special attention should be given to the following areas of cooperation:

1. To the selection of library materials both as to policy and practices which will be designed to avoid expensive duplication and will strengthen the libraries of both the school and the public in books, films, magazines, records and whatever else is included in the collections.
2. The sharing or pooling of library personnel to provide for on-the-job training, added work experience and a better understanding of the services needed and provided. The level of personnel and the job descriptions of the personnel to participate in any exchange program will depend upon the negotiating agencies.
3. The establishment of hours of service to meet the needs of the students and the public for the benefit of all.
4. The development of summer reading projects that meet the needs of the children in their off-campus activities and also geared to the regular school programs.
5. The continuing exchange of information in regard to student needs for both the school and public library services.

6. Cooperative development of training programs for staff for both libraries so that the staffs of both types of libraries will understand better the purposes and services of both.
7. Cooperative use of equipment, facilities and materials such as storage space, films, film projectors, delivery services and photocopy facilities.

Other cooperative programs should be developed by the staff selected by both the public and school libraries for this cooperative pilot project but these seven would be included in the project as a basic part.

Centralized Ordering, Cataloging, and Processing. This pilot project would be concerned with the centralizing of the ordering and physical processing of books and other library materials acquired by libraries in the Chemeketa Cooperative Regional Library Service. This activity would be located in the Salem Public Library. Before total implementation of this project, a survey would be made of the cataloging requirements of each library, the number of volumes to be processed and the unit costs of the activity. Taken into consideration would be the improved discount that would be received by cooperative acquisition. If it is found that the costs would be reasonable, and the quality of the product acceptable, the service should be developed. In the development of the quantity of material to be included in the purchasing and/or processing, school libraries and other types of libraries would be considered in the plan and implementation of the pilot project.

A service advantage in addition to the cost benefits in cooperative action in the technical areas of libraries is the development of a union catalog from the time that the cooperative technical services are begun. The pilot project should be developed to the point that experimentation would take place with one or more libraries to determine the service benefits, the quality of the product and the cost benefits. There appears to be little doubt that centralized technical services are less expensive than when each library performs these processes individually. The first question that would be answered through this pilot project is where the centralized services should take place: within the Region at the Salem Public Library? at a commercial processing center? at a cooperative technical services center outside the Chemeketa Cooperative Regional Library Service? A second question that would be answered is: what would be the effect of centralized technical services on library service to the people regardless of the location of the technical services? An important consideration throughout this pilot project is the quality of the product produced by centralized processing. Standards of quality should be established by the Council of Librarians and a formal product evaluation should take place at least every six months to insure cost and quality efficiency and control.

VII. PLAN OF IMPLEMENTATION DEVELOPED IN STAGES

One of the benefits of sound planning is that the Chemeketa Cooperative Regional Library Service would be on a sound financial basis from the beginning. Even with this funding, the Plan for the Cooperative Regional Library Service should be developed in stages so that all of the funds will be used as wisely as possible and will result in services to the public. First there should be a carefully planned out Plan-of-Service and the Plan should be realistic in relation to the resources required for the implementation and the resources available. Even more important than this factor is that in beginning any program there is the capacity to move only so fast and beyond that the funds would not be utilized in the best possible way. Although a Plan has been developed and a Plan-of-Service for the Chemeketa Cooperative Regional Library Service would be based on that Plan, it still must be implemented by people. All of this takes time.

It is most important, on the other hand, that the program begin in the fiscal year 1974-75, with as complete planning already accomplished as possible and as many services ready to go into effect as possible. This can be done even though the results of the vote on the continuing levy may not be known until the Summer of 1974, or the Fall of that year, with the actual tax funds available at a later date. The program for the Chemeketa Cooperative Regional Library Service should be presented to the people in early 1974, so that the three groups, the Regional Library Study Committee; the PYM Librarians; and the Chemeketa Community College Board of Directors would be working on the planning continually from that time until the program would go into effect in the fiscal year of 1974-75. The first phase of the program is really the explaining of the proposed Cooperative Regional Library Service program prior to the continuing tax levy vote in 1974. The Plan-of-Service should be developed by the PYM Librarians in 1974 and would continue throughout the period prior to the day of the voting. As soon as the vote has been successfully taken, the three groups would go into action to have all ready for implementation in the 1974-75 fiscal year. At the time of the starting date for the Chemeketa Cooperative Regional Library Service, the Chemeketa Community College Board should be the Governing Board, the Advisory Committee should be appointed and the Council of Librarians formally organized. Without doubt, the Plan and the Plan-of-Service both would have to be modified in detail and in scope on the basis of changing conditions.

First Phase—(Six Months). Would include the initiating of the universal borrowing privileges which is direct, walk-in, non-fee access to all libraries by the residents of the Region and the ability to return materials to any library in the Region.

The placing of the order for the mobile library; purchasing the books would take place. The bookmobiles now owned by the Salem Public Library would go into service on the time that is now

available on those bookmobiles as soon as additional staff and books are available and a temporary schedule has been developed for their service. Plans would be developed with agencies presently providing mobile service, also.

Recruitment of staff for the Information Service, purchasing of reference materials, installation of communications devices and development of procedures for the fast, accurate and complete answering of requests and delivery of materials would be accomplished.

Recruitment of staff for the Film Service and Circuit, purchasing of films and location of films presently within the system, installation of communications devices and development of procedures for the fast and sure means of booking films and their delivery to the requestor would be developed.

The courier service should start immediately as the route would be planned prior to the 1974-75 starting date. The station wagon would be leased and the driver recruited. Negotiations would take place with agencies currently providing courier service.

The coordinated selection and retention of materials would begin immediately.

The proposal should be written for a federal grant to fund the books-by-mail pilot project.

Second Phase—(Six Months). Mobile Library would go into operation. Information Service and the Film Service and Circuit would go into operation. Books-by-mail staff would be recruited and the program would be planned and initiated in the latter part of the six-months period.

Third Phase—(One Year). The programs should be evaluated as to service and cost as the year develops so that the answer to both service and cost questions will be known at the end of the second year. One pilot project of extending the library service into the community should be developed and a proposal for federal funds for the second pilot project should be developed. Training programs would be developed throughout the year on a cooperative Regional level and a proposal would be developed for a training program that would involve library personnel from other states.

Fourth Phase—(One Year). All programs should be fully developed which were initiated in Phase One, Two and Three and a third pilot project should be developed and the first, Books-by-mail, would become a part of the established services of the Chemeketa Cooperative Regional Library Service. Another pilot project should be developed in proposal form for funding. Most important in

this third year of the Chemeketa Cooperative Regional Library Service would be the development of a funding level for the vote to be taken on the continuing levy at the end of the third year of the first levy. Sound information would be available on the cost and service benefits of the present programs and the proposed cost and service benefits of the new programs of service such as specialized personnel to provide specialized service to the Chemeketa Cooperative Regional Library Service. There should be expansion and extension of services to the full implementation of the Plan. It is not possible to foresee the details of a Plan with any assurance that such details will be valid four years from now. The basic foundation will remain valid but there will undoubtedly be statewide library development in Oregon that will affect the service pattern of the Chemeketa Cooperative Regional Library Service for the positive development of its programs.

With the present inflationary pattern of financing, it is possible that sufficient funds could be raised in the second three year continuing levy to fund the Chemeketa Cooperative Regional Library Service without increasing the tax per thousand. This can be determined within the third year of the implementation of the Plan.

Essential to the total development of this Plan for the Chemeketa Cooperative Regional Library Service to carry its development to the service point for which it has been developed, is the successful passage of legislation which will provide State grants-in-aid. A total statewide network is needed in Oregon for the Chemeketa Cooperative Regional Library Service to reach its potential. For only through reaching out to other libraries can the Region provide the service needed and only in that way can it provide service to other Regions in the State. Library service within the Chemeketa Cooperative Regional Library Service is uneven and library service within the State of Oregon is uneven. Only through a state funding can the service be equalized statewide so that all people have equal access to all library materials. The Chemeketa Cooperative Regional Library Service would be helpful to the drafting and passing of legislation at the state level which will provide library service to all of the people of Oregon and present library service will be available statewide.

Through the Oregon State Library's development of its resources as a bibliographic center for the State and as a Research Service that is available to all the people of the State through their libraries, library service to the people will have a degree of equality that has not been available before. The budget for resources and staff at the Oregon State Library needs to be placed on a sound financial state base that is adequate to provide not only service to the State Government but research services to the people in the entire state through their libraries and staff that can assist with the development of network and other statewide services.

The Oregon State Library should provide a statewide service by its membership in the Pacific Northwest Bibliographic Center. Through joining with the other States and British Columbia, the Oregon State Library would contribute to the development of a Pacific Northwest Regional Library program that will bring benefits to Oregon libraries statewide. The Oregon State Library in participating in a Western interstate continuing education program will again be joining with other Western States to bring the benefits of that continuing education program to the libraries of Oregon.

The statewide program is most important to the Chemeketa Cooperative Regional Library Service as is the Pacific Northwest Regional Library Program and any program affecting the Western States. It is only in an atmosphere of such cooperation and resources that the Chemeketa Cooperative Regional Library Service programs can flourish.

The Library Services and Construction Act is also vital to the development of library services and facilities in the Chemeketa Cooperative Regional Library Service. With funding from that program a really excellent service could be given. This library would be eligible for funding under all of the titles as a regional library and funds from all of its titles are needed in this Region. Funds are needed for books and other library materials, library service to institutions and library service to the blind and physically handicapped. These funds can be utilized in continuing library programs or in special projects to give a sound base in resources and services that are lacking now in the libraries in the Region.

Funds from the Library Services and Construction Act are needed also for library facilities in this region. New library facilities are needed in Woodburn, McMinnville, Dallas and Newberg. Remodelling is needed in Stayton. Other library facility programs are needed but those mentioned here are recommended for first priority when funds are available. To develop the Chemeketa Cooperative Regional Library Service program to its fullest extent, adequate library buildings are needed to provide space for readers and to provide space for additional materials and services. Funds are also needed for developing the network programs. Federal funds from the Library Services and Construction Act have been especially developed to bring all types of libraries together into a library network. Although a good network can be developed with the Chemeketa Cooperative Regional Library Service funds, an excellent network would result from additional funding. Library training and continuing education will also benefit from funds from the Library Services and Construction Act or other federal funding. Although the Chemeketa Cooperative Regional Library Service will develop, in time, its programs of service fully without Library Services and Construction Act funds, the benefits would be seen directly if federal funding could be added to its sound financial structure.

The Oregon Library Association and the Pacific Northwest Library Association and their planning and legislative programs will be of benefit to the Chemeketa Cooperative Regional Library Service. A strong state library association is essential to the development of a statewide legislative program and for a statewide network. The Chemeketa Cooperative Regional Library Service personnel can add strength to the Oregon Library Association as they develop their experience in serving as a regional library service. The benefits would be made available to the Pacific Northwest Library Association as the members of the Chemeketa Cooperative Regional Library Service participate in the planning and other activities of that Association. The association with the other state personnel through the Pacific Northwest Library Association is invaluable to the Chemeketa Cooperative Regional Library Service in its reaching out to other networks and regional library systems.

The libraries in the Chemeketa Cooperative Regional Library Service would play a vitally important part in the development of a statewide library program in Oregon. The Plan would develop the Chemeketa Cooperative Regional Library Service and meet its needs and at the same time become a part of the statewide network as well as becoming a part of the nationwide cooperative system envisioned by the National Commission on Libraries and Information Sciences. This Plan builds on existing strengths and avoids unnecessary duplication through cooperative efforts. The duplication of effort, resources, and personnel would be avoided and thus more could be made available without unnecessary expense. The Plan which results in the Chemeketa Cooperative Regional Library Service would meet the needs of the library users and others who seek information: students, researchers, the general public, members of the professions, business, industry and government. It would bring non-users into the library and make them aware of the programs provided by the regionwide service. The resources of all libraries in the Region would be available through the community library and resources outside the Chemeketa Cooperative Regional Library Service would be available also through the network plan. Some of the people in the Region would have library service available for the first time. Others would have improved library service and a more nearly equal library service and program would be available.

To establish the Chemeketa Cooperative Regional Library Service, the people should know of the library programs. Discussion groups, calling people, having small get-togethers are most effective methods of telling the people about a library program. Not only the people who do not know about library programs should be told about the Chemeketa Cooperative Regional Library Service but also those who do and are in favor of the extension of that service.

Benefits to all libraries include the continuing education aspect of the program and the informational network as well as the film service and circuit. All libraries would gain through the Cooperative Regional Library Service program as the program develops, for their service program on

a regionwide basis would be more extensive and also of deeper quality through a cooperative program of service than through an isolated program of service. All people would have the use of any library in the Region when they are on vacation or business or know that needed material is available in one of the libraries. They would only need their library card or other library identification because of the universal library privileges which have been recommended. To tell the people about the services, fact sheets and book marks can be developed to show the services that the people would receive through the Cooperative Regional Library Service because of the regional tax. Both the film program and the information network are impossible for one library to handle alone so the benefits of those two programs would be based entirely on the development of the Chemeketa Cooperative Regional Library Service. All people in the area would receive the use of a large number of films through the film service and circuit, would have a communications network available and specialists in reference and information service and in non-print materials. Reference materials would be available that were not available before, a new bookmobile would be providing library service to all of the people and a courier service would enable the public to receive books and other materials more rapidly than before. All libraries would have access to a wide range of expensive materials that they could not afford individually.

Because the Chemeketa Cooperative Regional Library Service is a cooperative regional service, it would be possible for all within its service area to receive the benefits of its service. It is possible for all people served by the Chemeketa Cooperative Regional Library Service to receive the services of other cooperatives such as the Pacific Northwest Bibliographic Center and to be the recipient of federal funds when they are available. All librarians should make it their responsibility to make the availability of all services of the cooperative regional library system known to the people in the region to enable them to satisfy their needs for library service. The materials available within the Chemeketa Cooperative Regional Library Service belong to the people and not to those who are administering the library. It should be the responsibility of the librarians in the cooperative regional library system, the Chemeketa Cooperative Regional Library Service, to make the availability of all resources and services known to the people of the Region and to provide those resources and services to all of the people regionwide.

Contracts

As soon as it is known that the library tax has passed, a contract should be signed by the Salem Public Library and the Chemeketa Community College effective in the fiscal year of 1974-75, to enable the Salem Public Library to develop the Mobile Library Service, its part of the Information

Service and the Books-by-Mail pilot project. Funds for the Library Assistant, the Film Service and Circuit and Courier Service will remain with the Chemeketa Community College and be available to the Chemeketa Community College Library for those services for the Chemeketa Cooperative Regional Library Service; funds for its part of the Information Service will remain also.

Because the Chemeketa Community College District is not made up of the exact geographical area as is the tri-county area, it would be necessary for that part of the Region outside the Community College District to develop special contracts to receive the services of the Chemeketa Cooperative Regional Library Service. The amount paid would be in the same proportion as that paid by tax by the people of the District itself. Also, a part of Linn County, outside the tri-county region is a part of the Chemeketa Community College District. This area would receive the Chemeketa Cooperative Regional Library Service aspects as a part of the District. The Chemeketa Cooperative Regional Library Service will consist of all of Polk, Yamhill and Marion Counties and part of Linn County.

Contracts would also be developed between the Chemeketa Community College and the public libraries eligible for equalization grants.

Proposed Time Schedule — Chemeketa Cooperative Regional Library Service

September, 1973—Draft of Plan reviewed.

November, 1973—Final Report—Chemeketa Cooperative Regional Library Service.

Early 1974—75 fiscal year — Classification plans for the Reference Librarians developed for recruitment.

Discussion of plans with librarians and commercial firms concerning a mobile library.

Committee appointed and at work selecting reference books for recommended purchase.

Committee appointed and at work selecting books for bookmobile.

Committee appointed and at work to develop a Plan-of-Service with long and short range goals.

Discussion with librarians and communication experts concerning the type of communications equipment.

1974-75 fiscal year-Employ Librarian and clerical staff.

Let bid for bookmobile.

Lease a station wagon.

Employ all staff.

Sign contract with Salem Public Library and other libraries effective 1974-75.

Install communications and begin information network.

Purchase reference books and books for bookmobile.

Beginning of Service:

Universal Library Privileges-1974-75.

Courier Service-1974-75.

Information Network-1974-75

Film Service and Circuit-1974-75.

Books-by-Mail Service-1975-76.

Mobile Library Service-1975-76. (limited service in 1974-75 fiscal year, with available bookmobiles during the period of time they are not now in use.)

1974-Explanation of the Chemeketa Cooperative Regional Library Service program to the people of the Community college District by the Regional Study Committee, the PYM Librarians, the Chemeketa Community College District Board and interested people within the District and the Region.

1974—Development of the ballot issue which must be ready 35 days prior to the election and to publish notice of it twice, not more than 25 days before and not less than 14 days before, or not more than 15 days before and not less than 8 days before. ORS 259.080 and 259.100.

The vote for the Chemeketa Cooperative Library Service should be a separate ballot issue and presented at a time different from that at which the Chemeketa Community College budget is presented to the people for a vote.

It is important that the Cooperative Regional Library Service develop on a sound financial basis for cooperative regionwide library service. It appears that there are three choices: 1) Allow service to decline; 2) Look to state, federal or private funds for assistance; 3) Broaden the base for library regionwide support through regionwide cooperation and regionwide financial support. Cooperation at the local level is essential. The cooperative regional library service should be undertaken as planned to maintain local control and avoid fragmentation in local library services. Precipitous action is not recommended but a program taken in stages is advised. Agreements between and among jurisdictions should be fully discussed and understood in advance. The Plan should be entered into with the understanding that it can be revised as times change or expected benefits do not develop as planned.

All the people in the Region should have the opportunity to understand fully the new services to be provided and the cost of those new services. The Plan should be fully understood as the people will make the determination as to the priority of the cooperative library services and their benefit.

APPENDICES

A. Mid-Willamette Regional Library Study Committee

Clinton Forbes, Polk County Board of Commissioners
Henry Mattson, Marion County Board of Commissioners
Orville Bernards, Yamhill County Board of Commissioners
J. Wesley Sullivan, Associate Editor, *The Oregon Statesman*
Robert Vaught, Immediate Past Mayor of Lafayette
Don Stilwell, City Manager, Woodburn
Mary Ann Grodian, Silverton Library Board Member
Daria Newton, Dallas Library Board Member
J. Art Hebert, Chemeketa Community College Board Member
Charles Freeling, Councilman, McMinnville, Chairman MWRLSC

B. Polk-Yamhill-Marion (PYM) Librarians

Elma Nielsen, Amity
Wynona Robertson, Carlton
Jean Gustafson, Chemeketa Community College
Patricia Knight, Dallas
Buna Remme, Dayton
Edna Crockett, Falls City
Bernice Rydell, Grand Ronde
Shirlee Krasnick, Independence
Ruby Wynd, Jefferson
Rose Marie Caughran, McMinnville
Virginia Gillis, Monmouth
Rene Foster, Mt. Angel
Mildred Renne, Newberg
Claude Settemire, Salem
Arleen Miller, Sheridan
Lillie L. Larsen, Silverton
Sharon Russel, Stayton
Phyllis D. Mueller, Willamina
Pearl Kosta, Woodburn, Chairman, PYM Librarians

C. Background Information on the Tri-County Area

A review of the characteristics of the area being studied for library service is essential, for the pattern of organization that has proved to be effective in one location will not necessarily work out satisfactorily in another location. An assumption, also, cannot be made that all of the cities, towns and counties in the tri-county area are alike. There are many differences among these areas and between the mountain areas and those in the valleys. Because many of the characteristics of the study area affect the library service to be provided in that three county region, a review is made on the background of the area itself before a library program is developed to serve the population of the area.

Geography and Climate

The area which would become the service area for the regional cooperative library service in the Plan for the Chemeketa Cooperative Regional Library Service is made up principally of the three counties of Polk, Yamhill and Marion, located in the center of the Willamette Valley in Oregon. In this area, the elevations vary from 150 feet on the valley floor to more than 10,000 feet at the summit of Mt. Jefferson in the southeast corner of the three counties. The Willamette River is the chief drainage for the area and provides a source of electrical energy. This River also is a source of water for irrigation and for domestic use.

The Mid-Willamette Valley is very fertile with almost 50% of the land in farms and only about ¼ of the area in public ownership. The Valley extends over 2,600 square miles between the Cascade Mountains and the Coast Range. Salem is the largest city in the area and is located at the extreme western part of Marion County. Portland is the largest city nearby and outside the tri-county area, 47 miles north; Eugene is another major city outside the tri-county region and is about 64 miles south of Salem.

The Valley still provides excellent open spaces and recreational areas for the people. Many of the parks are located in areas near or within urban centers. The Champoeg State Park is important within the tri-county area because of its historical significance. The parks are controlled in part by the state and in part by the cities and counties. The federal forest service lands are also used for recreational purposes. There is much game and ducks and deer are found in large numbers. Because of the large recreational areas, there are many vacation homes throughout this Region.

The tri-county area covers 2,600 square miles with over 50% of the people living in incorporated cities and towns in 1970. Because of the richness of the Valley, there is much diversification in agriculture with an output of over 50 commodities. Among these are turkeys and poultry, sheep raising and dairying. The land also produces berries and other fruits, nuts, and vegetables as well as seed crops. Lumber is also produced in the tri-county area.

The area has a temperate maritime climate with fairly warm, dry summers and mild wet winters. The varying topography produces some variations in the climate, depending primarily on the elevation. An outstanding characteristic of the climate is the seasonal distribution of precipitation. About 60 per cent of the annual precipitation occurs during the November through February winter storm season, while only about 10 per cent occurs during the June through September dry season.

The average annual precipitation is as low as 40 inches in the western portions of the area but increases rapidly with the elevation to 130 inches in parts of the Cascade Mountains in the eastern part. Below 2,000 feet elevation, most of the precipitation occurs as rain. Intensity of precipitation that is snow increases with the elevation. The percentage of annual precipitation that occurs as snow increases from about 2 per cent on the floor of the valley to 50 per cent at 7,000 feet. Winter snow accumulations are quite large in the Cascades. Summer precipitation in the Region is limited to light rainstorms and thunderstorms and frequently there are periods of 60 to 90 days when no rainfall occurs.

The prevailing winds are from the west and northwest during the summer and from the south and southwest during winter storm periods. Wind velocities are moderate although strong winds sometimes accompany winter storms; short periods of strong easterly winds may occur any time of the year. Periods of easterly winds bring cold, clear weather in winter and exceptionally dry, warm weather in the summer.

Seasonal temperature variations are small in the valley area of the Region. Winter temperatures below 10 degrees and summer temperatures above 100 degrees are rare. The maximum temperatures at Salem during the four summer months normally range from 74 degrees to 82. The normal minimum January temperature is 32 degrees. Some freezing of short duration occurs in the valley every winter. Temperatures in the Cascades are generally cooler and the seasonal variations are greater than elsewhere in the Region.

The frost-free season in most of the valley is from April to October, a period of 180 to 200 days. At Salem, the average date of the last killing frost is April 3 and the first is November 1, making a long frost-free season of 212 days. The frost-free season decreases with increasing elevations to less than 30 days at the higher levels in the Cascades. In Silverton there is a 210 day period between killing frosts while McMinnville has 170 frost-free days. Warm days and cool nights are generally the rule in spring, summer and fall.

Population History and Projections

The 1970 census shows a total population for the tri-county area of 226,871 (in 1972-234,050) with the majority residing in Marion County and the smallest concentration in Polk County. Of the three counties, historically, Marion County has experienced the greatest numerical increase in population between 1969-1970, 30,412, an increase of 25.1%. Both the urban and rural populations grew substantially which is a change from the previous census when the rural population declined as the urban population rose. Marion County's population is 151,309. The overall growth in Polk County in the past decade was 33.3% with a rural decrease and a decided urban increase with a total population in the county of 35,349. Yamhill County with a population of 40,213 has declined in rural population in the past but recovered remarkably in the last decade. The migration to large urban centers has slowed during the past decade with the result that there are urban-oriented people in the suburbs, rural areas and small towns.

In the future the population of the Salem SMSA (Marion and Polk Counties) is expected to increase by 1982. Its population is expected to increase to 238,922 persons as compared to 186,658 in 1972. Between 1950-1960 the average annual per cent increase was 1.44% during this earlier 10 year period, the SMSA population grew from 127,718 to 147,411 persons. The expectation of the future is the assumption that the movement of persons from rural areas to the large urban centers will continue and that the net effect of interstate population migration will be reflected in the population of larger urban centers. Throughout the tri-county area the urban population has steadily increased in proportion to its rural. Population analysis is necessary in order to predict future requirements for the public uses. Census data on total population and trends can be established and growth projections can be made by translating this information into future requirements.

Population Characteristics

Population characteristics as represented by the census is most important to the planning of any service and especially for the planning of library service. A review of the population of the

tri-county area shows that the male population of the area is slightly lower than the female population. The female population is less than 50% of each population grouping up to the age of 18 and then represents more than 50% of each age group above 18 with the largest concentration among those 75 and older.

Racially 98.4% of the population of the tri-county area is white. The Afro-American represents .3% and the American Indians .6% of the population. It is estimated that the Mexican American population totals 5 per cent of the tri-county area population. Over 63% of the population over 14 is presently married and over 60% of the population is urban. Of the total population 3% reside in institutions and 2% in other group quarters. The largest concentration of minorities numerically is in Marion County. The largest ratio of minority to the population is in Yamhill County.

Land Use

The urbanization pattern of the region is dominated by the City of Salem and the surrounding developments. The major extent of urban development has taken place on the valley floor although notable exceptions to this can be found in the expansion of Salem, West Salem and Silverton into the hill lands adjacent to these urban areas.

One of the most significant factors concerning the urbanization pattern is the manner in which expansion is taking place. Much of this expansion is characterized by "strip" developments along the roadways extending outward from the city center and the residential subdivisions occurring in a very scattered pattern leaving much vacant land in the process. This scatteration of urban development has resulted from the increased personal mobility by the high ownership rates of automobiles and the tremendous increase in road building.

Land in farms has decreased and along with this decrease has come a decrease in the number of farms. The average farm unit size has increased significantly. Agriculture is highly diversified and is likely to continue to be a major contribution to the local economy for some time to come.

Transportation and Communications

The close relationship between transportation and communications and services requires a careful consideration of present transportation and transportation planning. It is important to have a transportation system for the efficient movement of people and materials for the present and future

needs. All modes of travel need to be taken into consideration and the system must be consistent with the area-wide goals and objectives and plans for services. The location of airports and airstrips are important to the Region as well as the development of roads and rail systems.

The present telephone communications system covers the area fairly well. Long distance calls are involved in such communication within the tri-county area and more than one telephone directory is needed to reach all parts of the area. The mail and the telephone appear to be the two present means of communication that are best adapted to fast reference and interlibrary loan service for the planning of a cooperative regional library service.

Economic Conditions

In the tri-county area 1270 families had incomes below \$1,000 per year and 6,180 families had experienced incomes of less than \$3,000 per year. At the other end of the spectrum 201 families have incomes in excess of \$40,000 per year.

This particular area in Oregon is unique within the State because of the high percentage of government and other service-oriented industries. This gives the area a stable base on which the employment fluctuations of agriculture and manufacturing will be lessened to some extent. Agriculture is becoming a smaller segment of the work force and non-agricultural employment is becoming less seasonal.

All in all, there will be much greater seasonal stability in the total employment trends in the future. Total farmland is declining as agricultural land is being bought up for new development but there is an increase in the irrigated cropland. New roads have been built for cars, trucks and busses. More people travel by air and more airports will be built and new transportation to the major airports is being developed. The economy of the Mid-Willamette Valley is measured in employment and income and in this respect has matured since 1960.

The mean family income in the tri-county area is about \$10,000. Among unrelated individuals the mean income in the region is about \$3,500. Approximately 10% of the families are below poverty level. In the statistics of unrelated individuals 43% of these individuals are below the poverty level. In the over 65 population over 25% are below the poverty level.

The tri-county area has consistently been above 6% in unemployment so the area is listed as substandard for employment. Over the next year unemployment is expected to drop slightly. The

total population projection for the tri-county area is 238,100. 40% will fall in the age range of 0-21; the next largest group will be those persons 45 years of age and older who will account for 33% of the area's population. Those 22-44 will represent the smallest portion of the population.

These facts are important as they relate to barriers to employment. The major reason for unemployment is simply that there is a lack of jobs; a second barrier to employment is a lack of skill or limited skill so there results a limited job access. A third barrier to employment and therefore to income is a lack of education, especially of formal education as the employment world becomes "credential conscious." Age is also an important factor in unemployment. Persons under 18 have a difficult time finding work because they are inexperienced; those from 18-25 have only limited experience so do not command an easy access to employment; over-age is also a very strong barrier to any employment or employment that will command an income of any size. Prejudice, both race and sex, also affects the ability of persons to find easy access to suitable and lucrative employment. Another barrier to employment is a handicap - physical, mental or emotional. Industry, where many of these and other people seek employment, usually locates around established urban centers. People generally live outside the cities and use private cars to commute to work.

There is a need for a regional comprehensive review and planning for the region so that agencies do not cancel out each other's efforts and so that unnecessary duplication is avoided. Guidelines need to be established on what constitutes a local, regional or state matter so that Mid-Valley-wide problems can be approached on a Mid-Valley-wide basis.

Decision making is more informed because of the development of a broader concept of cost-benefit analysis. Social costs and benefits are involved in any decision. Long-range costs and benefits of proposed actions can be fully identified through background information. The long-range approach will reduce the problem of duplication, overlapping and uncoordinated provision of services. Region-wide planning that fulfills the needs of each member of the community will plan and promote sound development of orderly growth and provide a sound economic base.

Because of the compactness of the area, its good transportation system and communications, the needs of the people for library service in the entire area and the ability of developing a cooperative library service on a broad regional base, the tri-county area is a feasible area for a cooperative regional library service area.

D. General Recommendations for Cooperative Regional Library Service

1. In developing the resources and facilities of the Region, all types of libraries should be included.
2. Cooperative regional library service should provide materials to make available information, reference and research service in all fields of knowledge and at all levels of need.
3. The cooperative regional library service should be established on a sound financial base with adequate provision for continuing growth and development.
4. Physical access should be provided to required materials or their texts throughout the Region and through the Region to state, national and international materials.
5. Bibliographical access to the regional research and informational resources should be provided through the Region and from there to state, national and international resources.
6. Personnel should be provided for the varied and changing demands of all the community in the cooperative regional library service with continuing education opportunities available.
7. The cooperative regional library service should be responsive to user needs and develop programs of service that will attract the non-user to the library.
8. The library service should provide adequate library and informational services for the public in general.
9. The cooperative regional library service should be a vital part in the development of all communication and information exchange networks.
10. The funds for the cooperative regional library service should be expended primarily for services rather than for administration.
11. Training of staff should take a high priority. The training should be provided on an in-service level, regional, state, interstate and national.
12. All residents of the area should have universal borrowing privileges and library service should be provided by a mobile library to residents who do not have library service presently available.
13. Cooperative planning in all areas of library service and development should have high priority for the librarians in the area to allow for the development of creative programming to prevent unnecessary duplication of effort and resources.
14. The physical facilities of the libraries in the region should be improved so that materials in any format can be included in the collections and utilized.
15. The Oregon State Library should be strengthened to provide statewide services to the cooperative regional library service, both in research materials and resource personnel.

**E. Sample Budget for Annual Costs of the Chemeketa Cooperative Regional Library Service
Program of New Services**

Type of Service	Continuing Cost	Capital Outlay
BOOKMOBILE SERVICE		
Bookmobile and initial books for bookmobile		\$33,500 (first
Personnel	\$20,000*	year only)
Operating costs	7,200	
Books and other library materials	7,000 (yearly additions and replacements)	
Total	\$34,200	
Bookmobile—Grand Total—\$67,700 (first year only)		
COURIER SERVICE		
Personnel	\$ 6,000	*\$20,000 includes salaries for the community aids employed in local communities as well as the operating bookmobile staff.
Operating costs	3,500	
Total	\$ 9,500	
Courier Service—Grand Total—\$9,500		
INFORMATION SERVICE		
Personnel	\$20,000	
Books and other library materials	10,000	
Operating costs	7,000	
Total	\$37,000	
Information Service—Grand Total—\$37,000		

FILM SERVICE AND CIRCUIT

Personnel	\$ 8,000
Films and other non-print material	11,800
Equipment	6,000
Operating Costs	4,000
Total	\$29,800

Film Service and Circuit—

Grand Total—\$29,800*

* Allocation for personnel may increase after first year and equipment and film costs would show a corresponding decrease.

Library Assistant (part-time)	\$ 3,000
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Continuing Costs—Grand

Total—\$113,500

Capital Outlay—Grand Total—\$33,500

Total Cost for Chemeketa Cooperative

Regional Library Service, New Services—
annually—\$147,000

(Second year of operation the Capital Outlay funds will be placed in Continuing Costs as follows — \$9,000, Bookmobile; \$14,000, Information Service; \$7,000 Film Service and Circuit; \$3,500 for other two categories as needed.)

Grant Fund Requests for the First Year

Type of Service	Continuing Cost	Capital Outlay
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BOOKS—BY—MAIL SERVICE

Personnel	\$ 8,000
Books	5,000
Operating costs	7,000
Total	\$20,000

CONTINUING EDUCATION

Personnel	\$20,000
Operating Costs	10,000
Total	\$30,000

Grant Fund Request—\$50,000

Note: In each of the programs, operating expenditures should include travel and printing funds.

EQUALIZATION GRANTS for the qualifying public libraries should be budgeted when the formula has been completed and the funds allocated. These grants would be in addition to cooperative regional library new service program costs listed in the budget above.

F. Basic Assumptions for Cooperative Regional Library Service

1. The jurisdictions within the cooperative regional library will maintain at least the present local level of support of libraries; any services supported by tax levy or contract that are developed will be supported at a comparable level.
2. Cooperative regional library service is the most effective and economical means of providing comprehensive library service to the residents of an area; the service will be financed at the local level, the regional level and supplemented by financing at the state and national level.
3. All types of libraries and library services will be participants in the cooperative regional library service with services provided at the community level, the resource and reference level and at the research level. Universal borrowing privileges will be available and a mobile delivery system.
4. Cooperative programs of all types will be developed within the cooperative regional system to provide for the strongest services and resources with the least duplication of effort, resources and personnel.
5. Continuing education will be available to the personnel of the regional system to enable staff to maintain currency in methods of providing service on a cooperative regional basis and the programs to be provided.
6. The libraries will be provided means of communication which is rapid and best suited to the information and materials to be transmitted. The cooperative regional system will be in communication with other regional library systems, the State Library, libraries interstate and national through feasible means of communication.

7. The residents of an area which receive service from a cooperative regional library service are entitled to receive as nearly equal service from the cooperative regional library service as possible.

G. Standards for Library Service—American Library Association.

1. ALA Standards for College Libraries. 1959.
2. ALA Standards for Junior College Libraries. 1960.
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4. Guidelines for Audio—visual Services in Academic Libraries. 1969.
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10. Standards for Library Services for the Blind and Visually Handicapped. 1967.
11. Standards for Library Service in Health Care Institutions. 1970.
12. Standards for School Media Programs. 1969.
13. Standards of Quality for Bookmobile Service. 1963.
14. Young Adult Services in the Public Library. 1960.

H. Sample Outline for a Plan of Service for the Chemeketa Cooperative Regional Library Service.

THE CHEMEKETA COOPERATIVE REGIONAL LIBRARY SERVICE

Plan of Service

1. Participating Libraries

The Chemeketa Cooperative Regional Library Service consists of the following libraries:
(List all types of libraries, public, academic, school and special in one alphabetical list.)

2. Description of the Region

- a. Counties included
- b. Boundaries of the Region
- c. Square miles covered
- d. Population according to the latest census.

3. Purpose of the Chemeketa Cooperative Regional Library Service

(Statement of Purpose)

4. **Objectives of the Chemeketa Cooperative Regional Library Service**
 - a. (Statement of the **Long Range Goals** for the cooperative regional library service.)
 - b. (Statement of **Short Range Goals** to be accomplished by the Chemeketa Cooperative Regional Library Service.)
5. **Organization of the Chemeketa Cooperative Regional Library Service**
 - a. Chemeketa Community College District as taxing jurisdiction.
 - b. Chemeketa Community College Board as governing board for the Chemeketa Cooperative Regional Library Service.
 - c. Advisory Board for the Chemeketa Cooperative Regional Library Service.
 - d. Council of Librarians
6. **Service Organization of the Chemeketa Cooperative Regional Library Service**
 - a. Community Service
 - b. Resource Service
 - c. Research Service
7. **Services of the Cooperative Regional Library Service**
 - a. Universal borrowing privileges
 - b. Information Service
 - c. Mobile service
 - d. Film Service
8. **Resources of the Cooperative Regional Library Service**
 - a. Cooperative selection and retention
 - b. Union lists of materials
 - c. Special subject collections
 - d. Non-book material
 - e. Special equipment
 - f. Communications
 - g. Specialized book collections
9. **Service Development of the Chemeketa Cooperative Regional Library Service**
 - a. Establishment of priorities
 - b. Development of new services
 - c. Budgeting funds
 - d. Implementation steps according to priorities
10. **Evaluation of the Program of the Cooperative Regional Library Service**
 - a. Timing of evaluation
 - b. Method of evaluation
 - c. Determination of evaluators
 - d. Program modification as a result of the evaluation

11. Staffing the Chemeketa Cooperative Regional Library Service

- a. Professional staff
- b. Technical staff
- c. Clerical staff
- d. Staff utilization
- e. Staff Training.

12. Physical Facilities for Cooperative Regional Library Service

- a. Review of needs for physical facilities
- b. Establishment of priorities
- c. Action program to meet physical facilities needs.

13. Funding the Chemeketa Cooperative Regional Library Service

- a. Continuing tax levy based on the Chemeketa Community College District
- b. Contract with the Salem Public Library and other necessary contracts
- c. Local funding of libraries within the Region
- d. State funds
- e. Federal funds
- f. Private funds
- g. Equalization grants to eligible public libraries.

Signed by:

Representative of (Library)

Position

Date

(Each participating library will sign)

I. Example of Contract for Library Service

Contract for Library Service

This Agreement, is made and entered into effective the day of 19 by and between the and the .

Whereas, has determined that cooperative regional library service is in the public interest and finds that the service can be provided most economically and effectively through contract for a part of that service with an established public library facility;

Whereas, is willing and able to provide library services to as hereinafter set forth:

Now, Therefore, in consideration of the mutual promises of the parties hereto and by virtue of the authority granted by the provisions of of the Oregon Revised Statutes, it is mutually agreed as follows:

1. This contract shall commence 19 , and shall terminate on 19 .
2. It is expressly understood and agreed by the parties hereto that said parties shall perform all lawful acts necessary to accrue to the mutual benefits of cooperative regional action.
3. herewith agrees to pay to the sum of \$ in quarterly installments to be used by in defraying costs of materials, personnel and services hereinafter described to be rendered to .

(Following this is a recital of cooperative services to be performed and received.)

 herewith agrees to expend the entire library fund paid under this agreement in accordance with the approved budget.

Should any party hereto breach the terms of this agreement, the exclusive right of the other party shall be the right to cancellation of this contract, effective upon 120 days written notice to the other party, with payment of funds to be made pro-rata to termination date.

In Witness Whereof, the parties hereto have hereunto set their hand and seals the day and year first above written.

(Name of contracting agency)

BY

(Name of person authorized to sign)

(Name of contracting agency)

BY

(Name of person authorized to sign)

J. Communication Methods and Delivery of Library Service

Instant communication among the libraries in the Chemeketa Cooperative Regional Library Service area can be accomplished in several ways. One of the methods is by teletype whereby the message can be transmitted by teletypewriter to a receiving station that has compatible equipment. If the question sent is for information only, the amount of time taken in the communication is the sending of the message, the locating of the information and the sending the message back to the requestor. An advantage of teletype is that there is a written message for both the sender and receiver. Also, procedures can be worked out and forms developed that speed up this means of communication.

Telephone also provides instant communication. There are a variety of services available through the telephone which provide fast communication. Because the telephone is voice communication, no written message is sent or received except notes taken at the time the message is transmitted. Tape can be used with both the teletype system and with the telephone to the advantage of the library user. Of the several means of telephonic communication are: ATSS which is employing the Automatic Telecommunication Switching System for library service. The system can be leased with a billing to each user. The ATSS is a dial-up system, which provides private lines but not with 100 per cent availability for use for it is in contention with other users. When stations are scattered in different directions WATS is a system that can be used—Wide Area Telephone. It may be that a private or dedicated line is needed. TELPAK may be useful for a dedicated line system. DDD or the Direct Distance Dialing Exchange Network may be utilized. It is more expensive if volume is involved but if the transmission is low-volume if leased line is not available, it may be economical. The system of payment by credit card by each library often facilitates the utilizing of the telephone for long distance calls.

With both the teletypewriter and with the telephone, regardless of the way in which they are utilized, they do not lend themselves to sending materials other than answers to questions of information. Telefacsimile provides the delivery of the text of materials as well as other information. The type of material that can be sent rapidly and cannot be transmitted in any other manner except by having the material itself includes the following: pictures, music, engineering or architectural drawings. The text of any material can be sent by telefacsimile without the material itself leaving the library. The need in utilizing facsimile transmission equipment is to take into consideration the compatibility, flexibility, efficiency and economy of the equipment.

Other means of delivering materials, either the actual item or a copy of the text, include the U.S. mail service which is utilized heavily in books-by-mail programs; by a delivery van which is run as

a courier service by the regional library; by bookmobile which can act as a delivery service for materials other than those usually carried on the bookmobile; by public carriers such as bus or by private carrier such as United Parcel Service. The user is also a means of delivery, for with the universal borrowing privileges, the user may be more mobile than the library so that delivery service is provided by physical access to the material by the user.

All of these methods can be utilized within a cooperative regional library system for communication within and without the system. All supplement each other so that the maximum speed in communication and delivery can be obtained by utilization of a combination of methods.

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TABLES

1. Population Growth—1972-2000 in the Mid-Willamette Valley

County and City	1972	2000
Marion County	157,200	298,612
Aumsville	730	2,530
Aurora	360	1,906
Detroit	340	622
Donald	220	1,469
Gates	240	505
Gervais	745	2,167
Hubbard	1,170	5,282
Idanha	279	405
Jefferson	1,025	3,423
Mill City	340	617
Mt. Angel	2,120	5,248
St. Paul	335	762
Salem	68,272	168,967
Scott Mills	230	480
Silverton	4,525	9,735
Stayton	3,375	7,618
Sublimity	630	1,640
Turner	830	2,427
Woodburn	8,260	17,205
Polk County	37,060	56,330
Dallas	7,065	11,600
Falls City	755	850
Independence	3,145	5,800
Monmouth	5,725	10,200
Salem	6,328	13,700
Willamina	505	910
Yamhill County	42,190	68,500
Amity	795	950
Carlton	1,215	1,415
Dayton	1,065	1,967
Dundee	780	1,440
Lafayette	940	2,169
McMinnville	11,950	22,093
Newberg	7,635	23,116
Sheridan	1,970	2,600
Willamina	755	1,680
Yamhill	540	625
Total	236,450	423,442

Source: Population Growth in the Mid-Willamette Valley. 1972.

2. Comparative Age Structure of the Population

Tri-County Region	1-19	20-34	35-44	45-54	55-64	65-75	75+
Marion County	56,632	29,071	15,769	16,655	14,532	11,310	7,340
Polk County	13,346	6,972	3,689	3,958	3,137	2,483	1,674
Yamhill County	15,364	7,027	4,147	4,402	3,910	3,117	2,245
Total	85,432	43,070	23,605	25,015	21,579	16,910	11,260

Source: **A Focus on Human Resources.** Manpower Planning Board. 1973.

3. Population by Area of Residence

Tri-County Region	Urban Population	Rural Population	% Urban	% Rural
Marion County	101,404	49,905	67.02	32.98
Polk County	20,795	14,554	48.83	41.17
Yamhill County	16,632	25,581	41.36	58.64
Total	138,831	88,040	61.19	38.81

Source: **A Focus on Human Resources.** Manpower Planning Board. 1973.

4. Communities Served by Public Libraries

Tri-County Region	Community
Marion County	Jefferson Mount Angel Salem Silverton Stayton Woodburn
Polk County	Dallas Falls City Independence Monmouth
Yamhill County	Amity Dayton McMinnville Newberg Sheridan Willamina

Source: **Directory of Oregon Libraries.** June 30, 1972.

5. Expenditures and Circulation Per Capita for Public Libraries

Tri-County Region	Expenditures	Circulation
Marion County	\$2.01	3.4
Polk County	1.21	2.6
Yamhill County	1.04	3.3
Total	\$1.71	3.3
State Total	\$3.70	6.0

Source: Directory of Oregon Libraries. June 30, 1972.

6. Resources in Present Public Libraries

Tri-County Region	Population	Volumes	Expenditures
Salem	74,600	124,927	\$259,169
McMinnville	11,950	24,424	25,673
Dallas	7,065	19,564	19,463
Monmouth	5,725	12,658	18,131
Newberg	7,635	14,906	11,555
Woodburn	8,260	27,850	42,448
Independence	3,145	5,406	6,327
Silverton	4,535	18,736	8,736
Stayton	3,375	5,219	1,640
Amity	795	3,873	407
Dayton	1,065	3,629	264
Falls City	755	2,870	769
Mt. Angel	2,120	4,992	2,968
Sheridan	1,970	9,589	5,315
Willamina	1,200	6,317	647
Total	134,255	284,894	\$413,539

Source: Directory of Oregon Libraries. June 30, 1972.

7. Public Library Facilities Presently Available

Tri-County Region	Library	Square Footage
Marion County	Mt. Angel	2,340
	Salem	52,000
	Silverton	4,000
	Stayton	1,103
	Woodburn	5,050
Polk County	Dallas	4,240
	Independence	2,664
	Monmouth	3,500

7. Public Library Facilities Presently Available (Cont.)

Tri-County Region	Library	Square Footage
Yamhill County	Amity	400
	McMinnville	4,290
	Newberg	5,040
	Sheridan	1,078

Source: Tri-County Library Statistics. February, 1972.

8. College and University Library Resources

Tri-County Region	Library	Volumes
Marion County	Chemeketa Community College (Salem)	13,703
	Mount Angel Abbey (Saint Benedict)	70,000
	Mount Angel College (Mt. Angel)	46,116
	Western Baptist Bible College (Salem)	24,411
	Willamette University (Salem)	116,963
	Willamette University College of Law (Salem)	52,943
Polk County	Oregon College of Education (Monmouth)	121,213
Yamhill County	George Fox College (Newberg)	44,469
	Linfeld College (McMinnville)	79,929
Total		569,747

Source: Directory of Oregon Libraries. June 30, 1972.

9. Special Libraries

Tri-County Region	Library	Location
Marion County	Oregon Board of Education Resource Dissemination Center	Salem
	Oregon State Correctional Institution	Salem
	Oregon State Department of Revenue Research Information Section	Salem
	Oregon State Highway Department	Salem
	Oregon State Hospital Medical Library Patients' Library Student Nurses' Library	Salem
	Oregon State Penitentiary	Salem
	Oregon State Public Welfare Division	Salem
	Oregon State School for the Deaf	Salem
	Oregon State Water Resources Board	Salem
	Supreme Court Library of Oregon	Salem
Polk County	Towmotor Corporation	Dallas
Yamhill County	Hewlett-Packard Corp.	McMinnville

Source: **Directory of Oregon Libraries.** June 30, 1972. On-site visits.

10. Schools in the Tri-County Region

Tri-County	Elementary	Junior High	High	Total
Marion County	70	8	13	91
Polk County	15	3	5	23
Yamhill County	20	2	7	29
Total	105	14	25	143

Source: **A Focus on Human Resources.** Manpower Planning Board. 1973.

11. Oregon State Library Resources

Collection Statistics

1970-72

The State Library Collection contains 836,005 catalogued items.

Books	Government Documents	Other Material
322,559	455,167	58,279

Other Materials include maps, pictures, film filmstrips, microfilm, microfiche, microcards, phono records, audio tapes.

Source: Biennial Report for the Period July 1, 1970 – June 30, 1972. Oregon State Library.

12. Public Library Services in the Tri-County Region — General Information

1. **Amity Public Library** — The Library is located in the City Hall. The Library's potential service population is about 800. The collection contains about 4,000 volumes and is open for service 6 hours per week. The book budget for the Library is approximately \$130. The library serves, for the most part, young children and adults. The Library receives gifts from civic groups and others.
2. **Carlton Public Library** — The Library is governed by the Library Board of the Civic Club. The population receiving service from the library is estimated at 700 and the bookstock in volumes is 4021 and in titles 3700. The library collection includes one periodical title and one newspaper. Included in the collection also are files of donated magazines. The average circulation is 60 items per month and the reference and information use is 15 per month. The Library is open three hours per week. The book budget is \$100 per year. This is a farming community. There are many readers from 6 to 16 years of age.
3. **Dallas Public Library** — The governing body is the City Council. The population currently receiving service is estimated at 3,000. The number of book titles in the collection is 16,000 and periodical titles number 35 with 5 newspapers and an extensive pamphlet collection. The average circulation per month is 4,000 and the average reference and information use per month is 400. The Library borrows from other libraries and withdraws book stock annually. The hours of service are 34. The book budget is between \$4,000 and \$4,500 per year. Dallas is the County seat and the largest population center in Polk County. The Library has many programs of service such as the children's library which is attractive and well-used. The community participates in many of the programs of the Library.
4. **Dayton Public Library** — The governing body is the City of Dayton. The population currently served is estimated at 400. The number of titles in the collection is 2850. The average monthly circulation is 95. The average hours of service per week are 3½. The operating expenses yearly are \$270 with no funds specified for books.
5. **Falls City Public Library** — The City Council is the governing body. It is estimated that 115 is the number of the population being served. The collection includes 11 periodicals and one newspaper. The monthly average circulation is 94 and the library withdraws bookstock. The hours of service per week are six and the yearly book budget is \$57.30. The Library conducted a survey of the use of the Falls City Library with a questionnaire "How Can We Improve Our Library?"

6. **Grand Ronde Womans Club Library** — The governing body is the Grand Ronde Womans Club. The population currently receiving service is estimated at 300. The book stock consists of 3,000 titles. There are no periodicals nor newspapers in the collection. The monthly average circulation is 140 and the library reviews its book stock annually for withdrawal. The hours of service per week are 15 and the book budget is \$25.00 to \$50.00. The Chairman of the Library Committee is the Librarian.
7. **Independence Public Library** — The governing body of the Library is the City of Independence through a Library Board. The estimated population currently receiving service is 1,000. The collection includes 15 periodicals and three newspapers. The Library also has a collection of paperback books available. The monthly average circulation is 729 and the reference and information use is 20. The Library borrows from other libraries. The hours of service per week are 30 and the book budget is \$3573. The book collection has recently been weeded and is reviewed annually for books that are to be withdrawn.
8. **Jefferson Public Library** — The governing body of the library is the Jefferson Library Board. The estimated population currently receiving service is 433. The collection of the library does not include periodicals or newspapers. The average monthly circulation is 211 and the hours of service are 8 per week. The book budget per year is approximately \$135.00. Funds are provided by the City and by the local Woman's Club.
9. **McMinnville Public Library** — The governing body is the City of McMinnville. The number of titles in the collection number 22,030 books, 114 periodicals, 10 newspapers and pictures, records, patterns, sheet music, pamphlets and a projector are also available for use. The monthly average circulation is 8,000 and materials are borrowed from other libraries. The book stock is reviewed annually for withdrawal of books. The hours of service are 35 per week and the book budget per year is \$4,600. McMinnville is the largest community and county seat of Yamhill. Although the library serves an agricultural community, recently industrial growth has taken place. McMinnville has a higher than average senior citizen population, fewer younger families and a large percentage of people in the 30-35 age group. Library services are varied and as widely diversified as possible to cover all ages and interests. Linfield College Library is located nearby.
10. **Monmouth Public Library** — The Library is governed by the Monmouth Public Library Board of Trustees. The population served is approximately 5,900. The collection includes 71 periodical titles and 5 newspapers. Other materials include recordings and microfilms. The

monthly average circulation is 3550 and the Library borrows materials from other libraries. The hours of service are 37 hours per week and the book budget per year is \$8,500. The book collection was weeded when the move was made into the new Monmouth Public Library building. The Library of the Oregon College of Education is located a few blocks from the Monmouth Public Library. A permanent weekly morning program is given at the library for mothers and preschool children and an outreach program has been provided to extend services to those who find it difficult to reach the Library.

11. **Mt. Angel Public Library** — The governing body is the Mt. Angel Library Board of Trustees. The population estimated to be currently receiving service is 595. The book collection includes 4,965 titles and includes also nine periodical titles and two newspapers. The monthly average circulation is 875 and the average reference and information service use is 32. The Library borrows from other libraries and the hours of service per week are 19. The book budget is \$615.00. The Mt. Angel area is for the most part farmland, with small businesses in the downtown area. Within the surrounding area there is a college, a Monastery, a Convent, a High-School and a lower and upper Elementary school. The library serves primarily the town residents and school children.
12. **Newberg Public Library** — The governing body of the library is the Library Board appointed by the Mayor. The estimated population currently served is 2,000. The number of titles in the collection is 15,000 with 47 periodical titles and 9 newspapers. Records are also included in the collection. The monthly average circulation is 2500 and the information and reference use is 50. The Library borrows from other libraries and annually reviews its book collection for withdrawing books. The hours of service per week are 35 and the book budget is \$4695. The George Fox College Library is relatively close in distance to the Newberg Public Library.
13. **Salem Public Library** — The Library is governed by the City of Salem through the Library Board of Trustees. The collection includes 345 periodical subscriptions and 15 newspapers. Other materials are pamphlets and records. The average monthly circulation is approximately 40,000 and the average reference and information use is 800. The Library borrows extensively from other libraries and withdraws books annually. The hours of service per week are 66. The book budget is \$24,000 plus \$40,000 in revenue sharing funds. Over 29,000 Salem residents are registered borrowers at the Salem Public Library. About one-third of this number are juveniles. Several colleges are located in or near Salem. The

Oregon State Library is located in Salem as are many special libraries. During the school year among the adult borrowers the ratio of non-fiction to fiction is almost 2 to 1. During vacation periods it changes to equal proportions. The bookmobiles and a branch library provide extended service to Salem residents. A Salem woman's organization also works with the Head of the Extension Division to give service to shut-ins.

14. **Sheridan Public Library** — The governing body is the Library Board. The collection includes 27 periodical titles and one newspaper as well as a record collection. The Library borrows materials from other libraries and its hours of service per week are 23. The book budget per year is \$1,743.00.
15. **Silverton Public Library** — The governing body is the Library Board. The estimated population receiving service is over 1800. The number of titles in the book collection are 19,485 and the collection includes 60 periodical titles and 13 newspapers both in newsprint and on microfilm. The Library borrows materials from other libraries and is open 31 hours per week. The annual book budget is \$4,000.
16. **Stayton Public Library** — The governing body is the Library Board. The population currently receiving service is 1,000 with a bookstock of 5450 titles, one periodical and no newspapers. The collection also includes a record collection. The monthly average circulation is 72. The Library borrows from other libraries and reviews the book stock for withdrawal annually. The hours of service per week are approximately 8 and the book budget is \$400.00 annually. The City of Stayton is located in a farming community. The users of the Library are for the most part, people past college age and children.
17. **Willamina Public Library**—The governing body of the Library is the Library Board. The average monthly circulation is 317 and the hours of service per week are 9-1/2. The Library does not have a specified amount for the purchase of books and is staffed by the Library Board and Volunteers.
18. **Woodburn Public Library**—The governing body of the Library is the Library Board. The population currently receiving service is estimated at 25,000. The estimated number of titles in the book collection is 29,500. The collection also includes 110 periodical titles and 10 newspapers. The other materials in the collection are records and tapes. The average monthly circulation is 7,320 and 344 information and reference questions. The Library borrows from other libraries and reviews the book collection annually for the withdrawal of

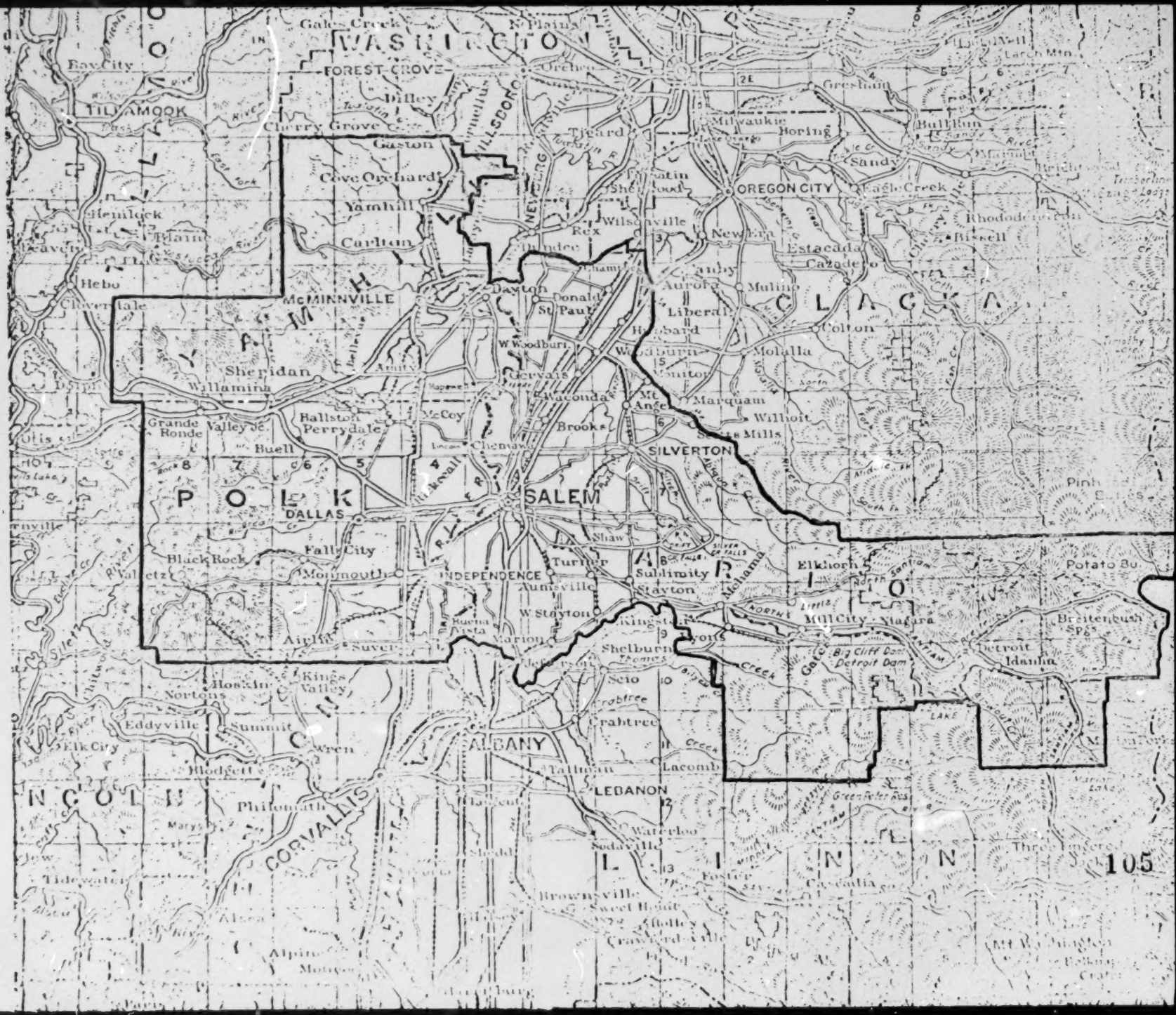
materials. The hours of service per week are 53-1/2 and the book budget is \$9,579 plus a grant for Spanish and Russian books of \$2560 for one year only. The children's library has a weekly story hour, class visits weekly from the local child care center and the Children's Librarian gives story hours at several local kindergartens. Woodburn also works with the Russian and Spanish communities and the senior citizen groups.

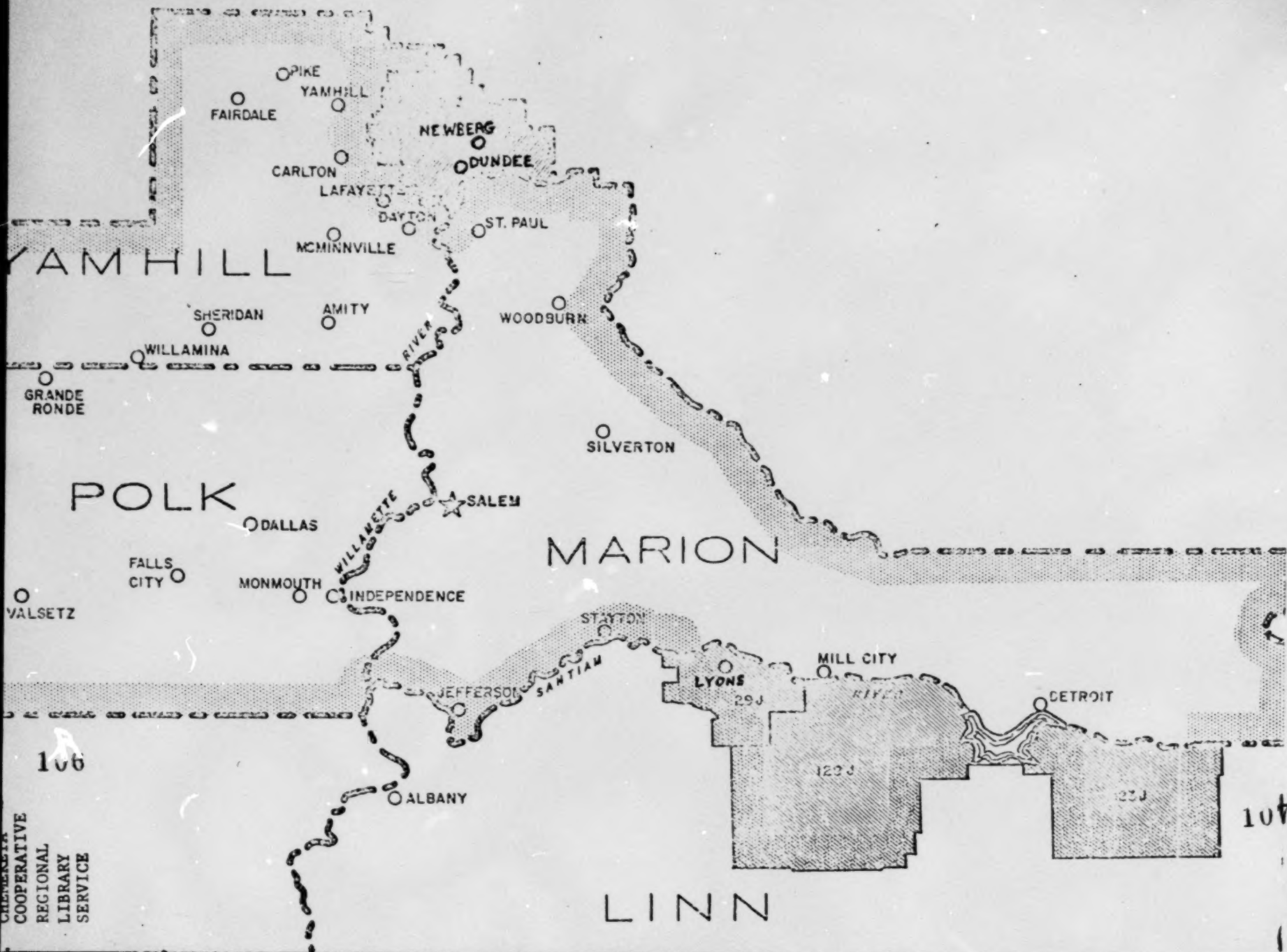
MAPS

1. Tri-County Region



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